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Part IV
International cooperation for development

Section 12
Environment

(Programme 10 of the medium-term plan for the period 1998–2001)

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* The present document contains section 12 of the proposed programme budget for the biennium 2000–2001. The complete proposed programme budget will subsequently be issued in final printed form as *Official Records of the General Assembly, Fifty-fourth Session, Supplement No. 6* (A/54/6/Rev.1).

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Section 12
Environment

(Programme 10 of the medium-term plan for the period 1998–2001)

Overview

12.1 The United Nations Environment Programme (UNEP) was established by the General Assembly by its resolution 2997 (XXVII) of 15 December 1972, with the Governing Council of UNEP as its policy-making organ and a secretariat to serve as a focal point for environmental action and coordination within the United Nations system. The secretariat is headed by an Executive Director who is elected by the General Assembly on the nomination of the Secretary-General. The Executive Director is responsible for the administration of the Environment Fund, under the authority and policy guidance of the Governing Council. The extrabudgetary resources of UNEP are administered by the Executive Director in accordance with the rules and regulations of the Environment Fund.

12.2 The overall objective of the programme, the achievement of which is being carried out in coordination with other relevant United Nations agencies and international organizations, as appropriate, is to provide leadership and encourage partnership in caring for the environment by inspiring, informing and enabling nations and peoples to improve their quality of life without compromising that of future generations.

12.3 The mandate of UNEP has been confirmed through various legislative measures, both by the General Assembly and the Governing Council of UNEP. Agenda 21 also established the need for an enhanced and strengthened role for UNEP and its Governing Council and indicated action that UNEP should undertake to contribute to its implementation. UNEP is also providing the secretariats to several global and regional conventions that have been established in areas related to UNEP programmatic activities.

12.4 The Governing Council of UNEP at its nineteenth session, in 1997, defined and clarified the role and mandate of UNEP in the Nairobi Declaration on the Role and Mandate of the United Nations Environment Programme (decision 19/2), which was endorsed by the General Assembly at its nineteenth special session in June 1997. Subsequently, in its decision SS.V/2 of 22 May 1998 on the revitalization, reform and strengthening of UNEP, adopted at its fifth special session, the Governing Council took, *inter alia*, the following decisions:

(a) It affirmed that the future reform of UNEP, in the context of the United Nations reform, should be predicated on the following considerations:

(i) The future activities and organizational structure of the secretariat of UNEP should be fully in line with the mandate contained in the Nairobi Declaration;

(ii) Reform should aim at the further enhancement of the role of UNEP as the principal United Nations body in the field of the environment;

(iii) The further organizational reform of UNEP, based on the proposals of the Executive Director, must ensure a more rational, efficient and cost-effective functioning of the secretariat of UNEP as a whole;

(b) It identified five areas of concentration: (i) environmental information, assessment and research, including environmental emergency response capacity and strengthening of early warning and assessment functions; (ii) enhanced coordination of environmental conventions and development of environmental policy instruments; (iii) freshwater; (iv) technology transfer and industry; and (v) support to Africa;

(c) It requested the Executive Director to develop further his new proposals in the context of the programme of work for the biennium 2000–2001, and to make recommendations thereon to the Governing Council at its twentieth session.

12.5 Given the timing of the decisions of the Governing Council at its fifth special session, it was not possible to include the programmatic aspects of the UNEP restructuring in the revisions to the medium-term plan for the period 1998–2001 submitted to the General Assembly at its fifty-third session. Nevertheless, it should be noted that the report of the UNEP Governing Council on its fifth special session was also submitted to the General Assembly at its fifty-third session. In its resolution 53/187 of 15 December 1998 on the report of the Governing Council of UNEP, the Assembly welcomed that report of the Council and the decisions contained therein, and recognized, in particular, decision SS.V/2.

12.6 The proposals of the Executive Director were submitted to the Governing Council at its twentieth session, in February 1999. By its resolution 20/31 (III) of 4 February 1999, the Council, *inter alia*, approved the programmatic restructuring set out in the proposed programme of work for the biennium 2000–2001, consisting of 7 subprogrammes and 26 subprogramme elements, which integrates all elements previously contained in the programme activity centres, as established in earlier decisions of the Governing Council, and, as a result, noted the dissolution of the following programme activity centres: dryland ecosystems and desertification control, environmental law and institutions, Global Environment Monitoring System, industry and environment, International Register for Potentially Toxic Chemicals, International Referral System for Sources of Environmental Information (INFOTERRA), Global Resource Information Database and oceans and coastal areas.

12.7 The proposals of the Executive Director are designed to restructure the Programme and secretariat along functional lines. Programmatically, the restructuring includes a revised subprogramme structure comprising seven subprogrammes: Environmental assessment and early warning; Policy development and law; Policy implementation; Technology, industry and economics; Regional cooperation and representation; Environmental conventions; and Communications and public information. Administratively, the restructuring implies the transfer to the United Nations Office at Nairobi, under section 27G, Administration, Nairobi, of the functions of budget administration, staffing table control, implementation of audit responses and provision of administrative support to the Programme and to the secretariats of the environmental conventions associated with UNEP. In line with this reorganization, the Budget and Fund Management Service of UNEP is to be consolidated under the Division of Administrative Services of the United Nations Office at Nairobi, with the corresponding transfer of 11 Professional and 25 Local level posts. The other organizational units, which were part of the Budget and Fund Management Service, such as the Programme Management and Coordination Unit and the Internal Oversight and Evaluation Unit are transferred to the Office of the Executive Director. In addition, the functions of regional representation, which previously were part of executive direction and management, have been integrated into the programme of work.

12.8 These proposals are reflected in the present section, as well as in sections 1 and 27G, as relevant.

12.9 The restructuring of the Programme and secretariat along functional lines for the biennium 2000–2001 is a major departure from the traditional form and practice, as it does not directly highlight allocations by major sectoral issues, such as freshwater, oceans, land, biodiversity, forests, health and atmosphere. The new structure does not mean that any of the major environmental issues will receive less attention in the programme planning and implementation, but rather it implies that they will be strategically addressed through appropriate mechanisms.

12.10 The estimated resources of $8,713,900 proposed for the biennium 2000–2001 reflect a decrease of $42,700, or 0.4 per cent, resulting from increases and decreases under various objects of expenditure, including the transfer of resources for travel ($49,600) from this section to section 15 for the travel requirements of the Office of the Director-General of the United Nations Office at Nairobi.

12.11 The extrabudgetary resources estimated at $182,709,300 for the biennium 2000–2001, represent 95.05 per cent of the total resources available to this programme. The existing arrangements for intergovernmental review and management of these extrabudgetary funds provide for the Governing Council of UNEP to approve biennial budgets to govern the use of such extrabudgetary resources.

12.12 The estimated percentage distribution of the resources under section 12 for the biennium 2000–2001 would be as follows:

	Regular budget	*Extra-budgetary*
	(percentage)	
A. Policy-making organs	14.7	–
B. Executive direction and management	24.6	8.4
C. Programme of work	60.7	91.6
Total	**100.0**	**100.0**

Table 12.1 **Summary of requirements by component**

(Thousands of United States dollars)

(1) *Regular budget*

Component	*1996–1997 expenditures*	*1998–1999 appropriations*	*Resource growth*		*Total before recosting*	*Recosting*	*2000–2001 estimates*
			Amount	*Percentage*			
A. Policy-making organs	1 434.8	1 281.8	–	–	1 281.8	71.7	1 353.5
B. Executive direction and management	3 180.0	4 102.1	(1 955.4)	(47.6)	2 146.7	190.5	2 337.2
C. Programme of work	2 385.5	3 372.7	1 912.7	56.7	5 285.4	487.3	5 772.7
Total	**7 000.3**	**8 756.6**	**(42.7)**	**(0.4)**	**8 713.9**	**749.5**	**9 463.4**

(2) *Extrabudgetary resources*

1996–1997 expenditures	*1998–1999 estimates*	*Source of funds*	*2000–2001 estimates*
		(a) Services in support of:	
–	–	(i) United Nations organizations	–
5 922.7	9 977.8	(ii) Extrabudgetary activities	6 857.7
		(b) Substantive activities	
4 636.7	8 039.7	General trust funds	13 978.0
12 693.0	18 423.2	Environment Fund	8 523.6
		(c) Operational projects	
54 612.8	80 000.0	Environment Fund	105 000.0
22 658.7	32 378.1	Technical cooperation trust funds	32 219.6
15 397.3	11 851.7	Counterpart contributions	16 130.4
Total	**115 921.2**	**160 670.5**		**182 709.3**
Total (1) and (2)	**122 921.5**	**169 427.1**		**192 172.7**

Table 12.2 **Summary of requirements by object of expenditure**

(Thousands of United States dollars)

(1) *Regular budget*

Object of expenditure	*1996–1997 expenditures*	*1998–1999 appropriations*	*Resource growth*		*Total before recosting*	*Recosting*	*2000–2001 estimates*
			Amount	*Percentage*			
Posts	5 072.7	6 775.9	23.0	0.3	6 798.9	624.3	7 423.2
Other staff costs	1 314.1	1 148.3	–	–	1 148.3	35.3	1 183.6
Consultants and experts	169.8	204.3	(24.5)	(11.9)	179.8	20.6	200.4
Travel	250.9	292.9	(49.6)	(16.9)	243.3	11.8	255.1
Contractual services	42.0	38.3	–	–	38.3	6.9	45.2
General operating expenses	138.5	217.6	8.4	3.8	226.0	37.9	263.9
Hospitality	3.6	5.8	–	–	5.8	1.1	6.9
Supplies and materials	4.0	53.1	–	–	53.1	9.4	62.5
Furniture and equipment	4.7	20.4	–	–	20.4	2.2	22.6
Total	**7 000.3**	**8 756.6**	**(42.7)**	**(0.4)**	**8 713.9**	**749.5**	**9 463.4**

(2) *Extrabudgetary resources*

1996–1997 expenditures	*1998–1999 estimates*	*Object of expenditure*	*2000–2001 estimates*
68 067.7	67 691.5	Posts	81 714.5
1 260.0	2 097.1	Other staff costs	1 067.5
5 197.6	6 483.1	Consultants and experts	7 489.0
7 668.4	8 576.8	Travel	8 111.9
9 235.5	20 486.2	Contractual services	23 113.3
13 086.8	16 630.9	General operating expenses	16 196.7
555.6	1 251.5	Supplies and materials	1 056.8
1 124.8	1 957.5	Furniture and equipment	1 540.4
16.0	–	Alteration and improvement of premises	–
2 739.1	379.7	Grants and contributions	11 574.9
6 969.7	35 116.2	Other expenditures	30 844.4
115 921.2	**160 670.5**		**182 709.3**
122 921.5	**169 427.1**		**192 172.7**

Table 12.3 **Post requirements**

Organizational unit: United Nations Environment Programme

	Established posts		*Temporary posts*					
	Regular budget		*Regular budget*		*Extrabudgetary resources*		*Total*	
	1998–1999	*2000–2001*	*1998–1999*	*2000–2001*	*1998–1999*	*2000–2001*	*1998–1999*	*2000–2001*
Professional category and above								
USG	1	1	–	–	–	–	1	1
ASG	–	–	–	–	1	1	1	1
D-2	3	3	–	–	7	3	10	6
D-1	1	1	–	–	19	27	20	28
P-5	6	6	–	–	32	46	38	52
P-4/3	10	10	–	–	103	139	113	149
P-2/1	1	1	–	–	30	39	31	40
Total	**22**	**22**	**–**	**–**	**192**	**255**	**214**	**277**
General Service category								
Principal level	1	1	–	–	–	–	1	1
Other level	5	5	–	–	11	11	16	16
Total	**6**	**6**	**–**	**–**	**11**	**11**	**17**	**17**
Other categories								
Local level	11	11	–	–	222	225	233	236
Total	**11**	**11**	**–**	**–**	**222**	**225**	**233**	**236**
Grand total	**39**	**39**	**–**	**–**	**425**	**491**	**464**	**530**

A. Policy-making organs

Table 12.4 **Summary of requirements by object of expenditure**

(Thousands of United States dollars)

Object of expenditure	*1996–1997 expenditures*	*1998–1999 appropriations*	*Resource growth*		*Total before recosting*	*Recosting*	*2000–2001 estimates*
			Amount	*Percentage*			
Other staff costs	1 260.9	1 073.4	–	–	1 073.4	32.6	1 106.0
Travel	5.9	–	–	–	–	–	–
Contractual services	32.1	36.8	–	–	36.8	6.9	43.7
General operating expenses	132.0	136.6	–	–	136.6	25.6	162.2
Hospitality	3.6	5.8	–	–	5.8	1.1	6.9
Supplies and materials	0.3	29.2	–	–	29.2	5.5	34.7
Total	**1 434.8**	**1 281.8**	**–**	**–**	**1 281.8**	**71.7**	**1 353.5**

12.13 The Governing Council, consisting of 58 Member States, is the policy-making organ of UNEP. The Council holds its sessions biennially and reports to the General Assembly through the Economic and Social Council.

12.14 In its decision 19/1 B, the Governing Council created a 36-member inter-sessional High-Level Committee of Ministers and Officials in Charge of Environment, which meets in Nairobi at least once a year. As this inter-sessional body has assumed some of the duties and responsibilities of the Council, the duration of the latter's regular session has been reduced to five days. The twentieth session of the Council took place in February 1999 and the twenty-first is scheduled for February 2001.

Resource requirements (at current rates)

Other staff costs

12.15 An estimated amount of $1,073,400, at maintenance level, would be required as follows: (a) $1,001,900 for temporary assistance for meetings of the twenty-first session of the Council and (b) $71,500 for overtime of staff during that session.

Contractual services

12.16 The estimated amount of $36,800, at maintenance level, relates to contractual translation of UNEP documents that are required urgently and cannot be provided in-house.

General operating expenses and hospitality

12.17 A provision in the amount of $142,400, at maintenance level, would be required as follows: (a) $20,300 for the cost of rental and maintenance of equipment and provision of back-up services for computer equipment; (b) $35,700 for communications, including dispatch of documentation to members of the Council; (c) $20,300 for back-up services for electrical and electronic equipment; (d) $60,300 for miscellaneous services, including the fees for sound technicians and engineers for the operation of simultaneous interpretation equipment; and (e) $5,800 to cover the cost of official functions held by the President of the Council and the Executive Director of UNEP during the session of the Council.

Supplies and materials

12.18 An estimated amount of $29,200, at maintenance level, would be required for printing supplies and materials.

B. Executive direction and management

1. Office of the Executive Director

Table 12.5 **Summary of requirements by object of expenditure**

(Thousands of United States dollars)

(1) *Regular budget*

Object of expenditure	*1996–1997 expenditures*	*1998–1999 appropriations*	*Resource growth*		*Total before recosting*	*Recosting*	*2000–2001 estimates*
			Amount	*Percentage*			
Posts	2 273.3	3 100.1	(1 779.3)	(57.3)	1 320.8	167.9	1 488.7
Other staff costs	52.1	73.4	(73.4)	(100.0)	–	–	–
Travel	103.8	109.1	(78.1)	(71.5)	31.0	1.5	32.5
General operating expenses	6.5	35.0	(21.2)	(60.5)	13.8	2.6	16.4
Supplies and materials	3.7	10.4	(3.4)	(32.6)	7.0	1.3	8.3
Furniture and equipment	–	10.5	–	–	10.5	2.0	12.5
Total	**2 439.4**	**3 338.5**	**(1 955.4)**	**(58.5)**	**1 383.1**	**175.3**	**1 558.4**

(2) *Extrabudgetary resources*

1996–1997 expenditures	1998–1999 estimates	Source of funds	2000–2001 estimates
		(a) Services in support of:	
–	–	(i) United Nations organizations	–
5 933.7	9 977.8	(ii) Extrabudgetary activities	6 857.7
		(b) Substantive activities	
–	–	General trust funds	–
23 694.0	18 423.2	Environment Fund	8 523.6
Total	**29 627.7**	**28 401.0**	**15 381.3**
Total (1) and (2)	**32 067.1**	**31 739.5**	**16 939.7**

Table 12.6 **Post requirements**

Organizational unit: Office of the Executive Director

	Established posts		Temporary posts					
	Regular budget		Regular budget		Extrabudgetary resources		Total	
	1998–1999	2000–2001	1998–1999	2000–2001	1998–1999	2000–2001	1998–1999	2000–2001
Professional category and above								
USG	1	1	–	–	–	–	1	1
ASG	–	–	–	–	1	1	1	1
D-2	1	–	–	–	3	–	4	–
D-1	–	–	–	–	5	3	5	3
P-5	4	1	–	–	8	3	12	4
P-4/3	3	2	–	–	33	18	36	20
P-2/1	–	–	–	–	6	3	6	3
Total	**9**	**4**	**–**	**–**	**56**	**28**	**65**	**32**
General Service category								
Other level	4	–	–	–	11	–	15	–
Total	**4**	**–**	**–**	**–**	**11**	**–**	**15**	**–**
Other categories								
Local level	4	5	–	–	71	43	75	48
Total	**4**	**5**	**–**	**–**	**71**	**43**	**75**	**48**
Grand total	**17**	**9**	**–**	**–**	**138**	**71**	**155**	**80**

12.19 Executive direction and management is composed of the Office of the Executive Director and the United Nations Scientific Committee on the Effects of Atomic Radiation. As a result of the restructuring, regional representation has been incorporated into the programme of work, and the responsibility for the administration and management of the Environment Fund has been transferred to the United Nations Office at Nairobi.

12.20 The Executive Director of UNEP has overall responsibility within the United Nations system for providing leadership on environmental policy, assessing the causes and effects of environmental change, identifying emerging issues and catalysing responsive international action. The Executive Director is also responsible for the coordination of environmental activities within the United Nations system and the provision of support to the UNEP Governing Council.

Resource requirements (at current rates)

Posts

12.21 The estimated amount of $1,320,800, reflecting a decrease of $1,779,300, would cover the cost of the posts shown in table 12.6. The decrease of $1,779,300 results from the redeployment of one D-2, three P-5, one P-3 and four General Service (Other level) posts to the programme of work in exchange for the redeployment of one Local level post from the programme of work to meet additional requirements of the Office of the Executive Director. The redeployment of the posts to programme of work is proposed as part of the restructuring of the UNEP programme approved by the Governing Council at its twentieth session.

Other staff costs

12.22 A provision of $73,400 was previously approved for general temporary assistance and overtime for the regional offices in New York and Geneva. It is proposed to redeploy this amount to the programme of work for the same purpose.

Travel

12.23 The estimated provision of $31,000, reflecting a decrease of $78,100, relates to the official travel of the Executive Director and the staff of his Office to participate in United Nations meetings and for consultations with Member States and senior United Nations officials. As regards the decrease of $78,100, it is proposed to apply this amount as follows: $49,600 to be transferred to section 1 for the travel requirements of the Office of the Director-General of the United Nations Office at Nairobi, and $28,500 to the programme of work for the travel requirements of the regional offices in New York and Geneva.

General operating expenses, supplies and materials, and furniture and equipment

12.24 An estimated provision of $31,300, reflecting a decrease of $24,600, would be required as follows: (a) $13,800 for communications ($9,800 for long-distance telephone service, $2,700 for the pouch, and $1,300 for postage); (b) $7,000 for office supplies and materials; and (c) $10,500 for the replacement of personal computers and printers. The decrease of $24,600 represents the provision that was previously approved under these objects of expenditure for the New York and Geneva offices. It is proposed to redeploy this amount to the programme of work.

2. United Nations Scientific Committee on the Effects of Atomic Radiation

Table 12.7 **Summary of requirements by object of expenditure**

(Thousands of United States dollars)

Regular budget

Object of expenditure	*1996–1997 expenditures*	*1998–1999 appropriations*	*Resource growth*		*Total before recosting*	*Recosting*	*2000–2001 estimates*
			Amount	*Percentage*			
Posts	549.4	527.3	–	–	527.3	5.7	533.0
Other staff costs	1.1	1.5	–	–	1.5	–	1.5
Consultants and experts	75.6	83.8	–	–	83.8	2.6	86.4
Travel	99.9	138.5	–	–	138.5	6.7	145.2
Contractual services	9.9	1.5	–	–	1.5	–	1.5
General operating expenses	–	1.1	–	–	1.1	–	1.1
Furniture and equipment	4.7	9.9	–	–	9.9	0.2	10.1
Total	**740.6**	**763.6**	**–**	**–**	**763.6**	**15.2**	**778.8**

Table 12.8 **Post requirements**

Organizational unit: Secretariat of the United Nations Scientific Committee on the Effects of Atomic Radiation

	Established posts		*Temporary posts*					
	Regular budget		*Regular budget*		*Extrabudgetary resources*		*Total*	
	1998–1999	*2000–2001*	*1998–1999*	*2000–2001*	*1998–1999*	*2000–2001*	*1998–1999*	*2000–2001*
Professional category and above								
D-1	1	1	–	–	–	–	1	1
Total	**1**	**1**	**–**	**–**	**–**	**–**	**1**	**1**
General Service category								
Principal level	1	1	–	–	–	–	1	1
Other level	1	1	–	–	–	–	1	1
Total	**2**	**2**	**–**	**–**	**–**	**–**	**2**	**2**
Grand total	**3**	**3**	**–**	**–**	**–**	**–**	**3**	**3**

12.25 The United Nations Scientific Committee on the Effects of Atomic Radiation was established by the General Assembly in its resolution 913 (X) of 3 December 1955 and was entrusted with the compilation and distribution of scientific data on the impact of ionizing radiation on man and the environment. Annual resolutions of the Assembly reflect the concern of Member States regarding radiation exposure and its effects and the need for the collection, analysis and interpretation of data carried out by the Committee. In its resolution 53/44 of 3 December 1998, the Assembly decided to maintain the present functions and independent role of the Scientific Committee and requested it to continue at its next session the review of the important problems in the field of radiation and report thereon to the Assembly at its fifty-fourth session.

12.26 The secretariat of the Committee, located in Vienna, organizes and services the annual sessions of the Committee and is responsible for the preparation of the scientific documents requested by the Committee for review and discussion at its sessions. Those documents, which deal with all aspects of radiation exposure and its biological effects, are drafted by the Secretary of the Committee with assistance from consultants.

12.27 The secretariat prepares reports to the General Assembly on the sources and effects of ionizing radiation on man and the environment, representing the latest assessments of the Committee. The compilation of data and preparation of the Committee's report extends over several years. Each year, draft documentation is submitted to the Committee at its annual sessions, where it serves as the basis for technical discussions. In May 2000, the Committee is expected to undertake the final review of the UNSCEAR 2000 Report, which will subsequently be published and made available to the scientific community. During the biennium 2000–2001, the secretariat of the Committee will continue to work on the subjects that correspond generally to the topics of the scientific annexes to the *UNSCEAR 2000 Report*, such as exposure from natural radiation sources, exposure from man-made sources of radiation, medical radiation exposure, occupational radiation exposure, dose assessment methodologies, DNA repair and metagenesis, epidemiological evaluation of radiation-induced cancer, hereditary effects of radiation, combined effects of radiation and other agents, biological effects at low radiation doses and exposure to and effects of the Chernobyl accident.

Resource requirements (at current rates)

Posts

12.28 The estimated amount of $527,300, at maintenance level, relates to the staffing requirements of the secretariat as shown in table 12.8.

Other staff costs

12.29 A provision in the amount of $1,500, at maintenance level, would cover the cost of overtime of staff during peak periods of document preparation.

Consultants and experts

12.30 An estimated amount of $83,800, at maintenance level, would be required to provide for specialized consultancy services for the preparation of studies and reports to be presented to the annual sessions of the Committee and for the publication of its report.

Travel

12.31 The amount of $138,500, at maintenance level, relates to the cost of travel as follows: (a) $123,400 for the participation of 21 representatives in the sessions of the Committee and (b) $15,100 for the participation of the Secretary of the Committee in scientific meetings.

Contractual services, general operating expenses and furniture and equipment

12.32 An estimated amount of $12,500, at maintenance level, would be required as follows: (a) $1,500 for binding scientific publications and journals; (b) $1,100 for the Committee's share of the maintenance and support of the LAN technical infrastructure (including central servers) necessary for the support of central management services; and (c) $9,900 for the replacement of electronic equipment and acquisition of software.

C. Programme of work

Table 12.9 **Summary of requirements by object of expenditure**

(Thousands of United States dollars)

(1) *Regular budget*

Object of expenditure	*1996–1997 expenditures*	*1998–1999 appropriations*	*Resource growth*		*Total before recosting*	*Recosting*	*2000–2001 estimates*
			Amount	*Percentage*			
Posts	2 250.0	3 148.5	1 802.3	57.2	4 950.8	450.7	5 401.5
Other staff costs	–	–	73.4	–	73.4	2.7	76.1
Consultants and experts	94.2	120.5	(24.5)	(20.3)	96.0	18.0	114.0
Travel	41.3	45.3	28.5	62.9	73.8	3.6	77.4
General operating expenses	–	44.9	29.6	65.9	74.5	9.7	84.2
Supplies and materials	–	13.5	3.4	25.1	16.9	2.6	19.5
Total	**2 385.5**	**3 372.7**	**1 912.7**	**56.7**	**5 285.4**	**487.3**	**5 772.7**

(2) *Extrabudgetary resources*

1996–1997 expenditures	*1998–1999 estimates*	*Source of funds*	*2000–2001 estimates*
		(a) Services in support of:	
–	–	(i) United Nations organizations	–
–	–	(ii) Extrabudgetary activities	–
		(b) Substantive activities	
4 636.7	8 039.7	General trust funds	13 978.0
		(c) Operational projects	
54 612.8	80 000.0	Environment Fund	105 000.0
–	–	Environment Fund Programme Reserve	–
–	–	Programme supplement	–
		Technical cooperation trust funds	
		Trust Fund to Assist the Implementation of Agenda 21 in Europe and to Strengthen Pan-European Environmental Cooperation	
476.6	339.0		339.0
		Technical Cooperation Trust Fund in Support of the UNEP net Implementation Centre	
–	1 943.6		2 260.0
		Trust Fund to Assist Developing Countries to Take Action in Accordance with Agenda 21	
572.2	–		–
		Trust Fund to Provide Consultancies to Developing Countries	
107.7	90.4		–
		Trust Fund to Assist the International Agricultural Research Centres of the Consultative Group on International Agricultural Research in the Use of Geographic Information Systems in Agricultural Research Management	
539.6	339.0		452.0

1996–1997 expenditures	1998–1999 estimates	Source of funds	2000–2001 estimates
		Trust Fund in Support of the Network for Environmental Training at Tertiary Level in Asia	
150.9	271.2	and the Pacific	339.0
		Trust Fund to Strengthen the Institutional and Regulatory Capacity of Developing Countries	
2 755.9	1 693.4	in Africa	2 000.1
		Technical Cooperation Trust Fund in Support of the Global Programme of Action for the Protection of the Marine Environment from Land-	
–	727.7	based Activities	519.8
		Technical Cooperation Trust Fund in Support of UNEP's Implementation of Enabling Pioneering Environmental	
–	454.5	Projects	454.5
		Technical Cooperation Trust Fund in Support of the Meetings of the UNEP High-Level Committee of Ministers and Officials in Charge	
82.2	194.6	of Environment	113.0
		Trust Fund for Activities in Developing Countries on Environmental Awareness and	
14.6	168.4	Machinery	–
		Technical Cooperation Trust Fund for the Production of an Information Video Booklet on Working Safely with Hydrocarbons in Domestic and Small Scale Commercial	
–	282.0	Refrigeration	–
		Technical Cooperation Trust Fund in Support of Meetings of Subcommittees or Working Groups on Programmatic and	
–	798.9	Administrative Reform of UNEP	–
		Trust Fund for the Organization of a Technology Transfer Workshop on the Implementation of the Montreal Protocol for French-	
108.6	–	Speaking African Countries	–
		Trust Fund for UNEP Implementation of the	
8 090.7	9 040.0	Multilateral Fund Activities	12 040.0
		Technical Cooperation Trust Fund to Assist the Implementation of the Montreal Protocol on Substances that Deplete the Ozone Layer in Developing	
311.7	519.8	Countries	519.8
		INFOTERRA Technical	
–	79.1	Cooperation Trust Fund	90.4

	1996–1997 expenditures	*1998–1999 estimates*	*Source of funds*	*2000–2001 estimates*
	5 248.6	5 000.0	Technical Cooperation Trust Fund for the Establishment of the International Environmental Technology Centre in Japan	5 000.0
	113.0	678.0	Technical Cooperation Trust Fund to Support Activities on Environmental Issues	678.0
	–	3 333.3	Technical Cooperation Trust Fund for the Promotion of Cleaner Production Investments in Developing Countries	3 333.3
	–	375.2	Trust Fund to Develop and Coordinate the Implementation of the Plan for the Survey, Assessment and Dealing with the Consequences of Environmental Damage Caused by the Conflict between Kuwait and Iraq	–
	163.0	–	Trust Fund to Support National Land Degradation Assessment and Mapping in Kenya	–
	444.4	271.2	Trust Fund to Promote Technical Cooperation and Assistance in Industrial, Environmental and Raw Material Management	–
	59.6	3.1	Trust Fund to Promote Managerial Innovation and Excellence	–
	75.6	542.4	Trust Fund to Assist Developing Countries to Take Action for the Protection of the Ozone Layer under the Vienna Convention and the Montreal Protocol	–
	3 343.8	5 233.3	Trust Funds for Provision of Professional and Junior Professional Officers	4 080.7
	15 397.3	11 851.7	Counterpart contributions	16 130.4
Total	**97 305.5**	**132 269.5**		**167 328.0**
Total (1) and (2)	**99 691.0**	**135 642.2**		**173 100.7**

Table 12.10 **Post requirements**

Programme of work

	Established posts		*Temporary posts*					
	Regular budget		*Regular budget*		*Extrabudgetary resources*		*Total*	
	1998–1999	*2000–2001*	*1998–1999*	*2000–2001*	*1998–1999*	*2000–2001*	*1998–1999*	*2000–2001*
Professional category and above								
D-2	2	3	–	–	4	3	6	6
D-1	–	–	–	–	14	24	14	24
P-5	2	5	–	–	24	43	26	48
P-4/3	7	8	–	–	70	121	77	129
P-2/1	1	1	–	–	24	36	25	37
Total	**12**	**17**	**–**	**–**	**136**	**227**	**148**	**244**
General Service category								
Other level	–	4	–	–	–	11	–	15
Total	**–**	**4**	**–**	**–**	**–**	**11**	**–**	**15**
Other categories								
Local level	7	6	–	–	151	182	158	188
Total	**7**	**6**	**–**	**–**	**151**	**182**	**158**	**188**
Grand total	**19**	**27**	**–**	**–**	**287**	**420**	**306**	**447**

12.33 At its twentieth session, in February 1999, the Governing Council approved the proposals of the Executive Director regarding the restructuring of the Programme and secretariat along functional lines. As a result, the programme of work now includes seven subprogrammes as follows: Environmental assessment and early warning; Policy development and law; Policy implementation; Technology, industry and economics; Regional cooperation and representation; Environmental conventions; and Communications and public information.

12.34 The activities for the biennium 2000–2001 are presented at a high level of aggregation based on relevant extracts from the programme of work of UNEP for 2000–2001, which is financed at 96.8 per cent through extrabudgetary and 3.2 per cent through the regular budget of the United Nations. The distribution of the resource requirements is also shown only in aggregate at the level of the programme of work as a whole. This is a return to the way the UNEP programme budget was presented before the biennium 1998–1999. The extrabudgetary resources estimated at $167,328,000 exclude the funding for conventions, protocols, regional seas programmes, the multilateral funds and the Global Environment Facility (GEF).

Expected accomplishments

12.35 During the biennium 2000–2001, UNEP expects to accomplish the following: maintenance of priority environmental issues and emerging problems at the forefront of the international community agenda; development of policies on major environmental issues, acceleration of intergovernmental policy consensus and responses, and improvement of coherence among relevant United Nations policies and actions; assistance in environmentally sound decision-making and support to the corresponding capacity-building; mobilization and coordination of international response to environmental emergencies; development and strengthening of cooperative regional and subregional frameworks as effective mechanisms for addressing global environmental problems; support to the development of new international conventions and

agreements; and development of proactive communications and media strategies to allow UNEP to shape the agenda of public debate and bring the attention of the world to emerging environmental issues.

Resource requirements (at current rates)

Posts

12.36 The estimated amount of $4,950,800, reflecting growth of $1,802,300, would cover the cost of the posts shown in table 12.10. The distribution of these posts will be as follows: (a) three D-2, two P-5, four P-4, one P-3, one P-2 and six Local level posts based in Nairobi; (b) two P-5, one P-4, one P-3 and two General Service posts in the New York office; and (c) one P-5, one P-4 and two General Service posts in Geneva. The increase of $1,802,300 is the net result of the proposed redeployment to the programme of work of the posts of the New York and Geneva offices which were previously shown under executive direction and management, and the redeployment to executive direction and management of one Local level post.

Other staff costs

12.37 An estimated amount of $73,400, at the maintenance level, would be required as follows: (a) $39,000 for general temporary assistance and $8,100 for overtime of staff in the New York regional office; and (b) $21,800 for general temporary assistance and $4,500 for overtime of staff in the Geneva regional office. Previously, the same amount of $73,400 was appropriated under executive direction and management. It is now proposed to redeploy this amount to the programme of work.

Consultants

12.38 An estimated amount of $96,000, reflecting a decrease of $24,500, would relate to consultancy services to undertake evaluations of performance indicators and regional delivery arrangements. The decrease of $24,500 reflects the pattern of recent past expenditure.

Travel

12.39 An estimated amount of $73,800, reflecting an increase of $28,500, would be required for travel of staff as follows: (a) $45,300 for the staff in Nairobi to participate in the sessions of the Economic and Social Council and the Committee for Programme and Coordination, inter-agency meetings and other substantive meetings; (b) $16,750 for the staff in New York for consultations and participation in the work of the Governing Council; and (c) $11,750 for travel of staff in Geneva for consultations and participation in the work of the Governing Council. The increase of $28,500 represents the requirements of the regional offices in New York and Geneva transferred from the executive direction and management area, as indicated in paragraph 12.23.

General operating expenses

12.40 An estimated amount of $74,500, reflecting an increase of $29,600, would be required as follows: (a) $8,400 for maintenance of the computer equipment of New York based staff; (b) $44,900 would cover the cost of long distance calls ($31,600), pouches ($8,200) and postage ($5,100) at the Nairobi headquarters; (c) $15,400 would cover the cost of long distance calls ($10,000), pouches ($3,400) and postage ($2,000) of the New York office; and (d) $5,800 would cover the cost of long-distance calls ($3,900), pouches ($1,300) and postage ($600) of the Geneva office. The increase of $29,600 includes $21,200 transferred from executive direction and management for the New York and Geneva offices and $8,400 related to additional requirements for rental and maintenance of equipment in New York.

Supplies and materials

12.41 An estimated amount of $16,900, reflecting an increase of $3,400, would be required to cover the cost of office supplies in Nairobi ($13,300), New York ($1,800) and Geneva ($1,800). The increase of $3,400 represents the requirements of the New York and Geneva offices which were previously shown under executive direction and management.

Subprogramme 1
Environmental assessment and early warning

12.42 The overall goal of this subprogramme is to keep under review the state of the global environment, identify and provide early warning of emerging issues and help set priorities for international, regional and national environmental action. In collaboration with appropriate United Nations and external partners, the subprogramme will alert the world to emerging problems by initiating periodic assessments of priority environmental issues, strengthening linkages to global and national environmental observation programmes and helping to provide authoritative information for policy formulation and implementation. It will stimulate Governments and the international community to take action on environmental issues by: promoting availability of and enhancing access to relevant scientific information needed by decision makers to better protect and enhance the environment; assessing environmental conditions and threats in order to alert policy makers and facilitate the development of alternative impact reduction strategies; devising strategies and contributing to early warning to better cope with emerging or recently recognized environmental threats; and identifying emerging issues.

Outputs

12.43 During the biennium 2000–2001, the following outputs will be delivered:

(a) Facilitation and cooperation in scientifically sound, policy-relevant environmental assessments to support policy-setting, decision-making and planning of action at global, regional and national levels, through:

(i) Integrated global assessment and reporting;

(ii) An international cooperative assessment network, framework and process;

(iii) Sectoral/issue-oriented assessment and reporting;

(iv) Subregional and regional assessment and reporting;

(v) Harmonization of international assessments;

(b) Maintenance of and support to the decentralized network of Global Resource Information Database (GRID) centres and enhancing the linkages between the network and the scientific community and policy makers at regional and global levels in support of environmental assessment and early warning of emerging issues;

(c) Undertaking of analyses, integration and visualization of environmental data sets from various sources to generate a range of value-added information packages that will serve as input into assessments, state of environment reporting, early warning systems and rapid response to environmental emergencies;

(d) Facilitation of access to and dissemination of environmental data and information to support policy and advisory services in key environmental and sustainable development areas by UNEP and other United Nations and international agencies, Governments, non-governmental organizations and other relevant institutions;

(e) Provision of up-to-date and relevant information on emerging regional and global issues and potential environmental threats likely to lead to potential conflicts, critical "hot spots" or emergency situations, as a basis for formulating potential strategic and collaborative responses in a timely manner;

(f) Development of cooperative agreements on regional strategies to generate, use and apply environmental and natural resource data and information, and to mobilize regional network data and information resources for assessment and management of environmental issues at the national and regional levels;

(g) Provision of technical assistance to national and international governmental organizations to catalyse the development of data and information management capacity and the production and use of national, subregional and regional data sets;

(h) Promotion of targeted scientific research on key environmental issues to improve policy formulation and decision-making for sustainable development;

(i) Provision of advisory services to Governments and undertaking of capacity-building activities to assist Governments in providing the public with access to wide-ranging and authoritative information on environmental issues (INFOTERRA);

(j) Assistance to Governments in maximizing consultation and participation by interested stakeholders in the development of environmental policy;

(k) Provision to Governments of the means to service the production, dissemination and utilization of assessments of the human and natural environment as a tool for policy development and implementation.

Subprogramme 2
Policy development and law

12.44 Experience with policy development since the United Nations Conference on Environment and Development has been mixed. Scientific research on the state of the environment continues to show increasing environmental degradation resulting from inadequacies and gaps in environmental policies and policy instruments. The scientific analysis and assessment of existing and emerging environmental issues, and related socio-economic driving forces and implications, should form the basis for the further development of policy responses. UNEP, as the principal United Nations body in the field of the environment, identifies major and emerging environmental issues, develops policy positions and options on them, catalyses intergovernmental policy consensus and responses, and promotes coherence among relevant United Nations policies and actions.

12.45 The focus of this subprogramme during the biennium 2000–2001 will be: to analyse, review and develop environment-related (sectoral and cross-sectoral) policies within the context of sustainable development; to develop new and strengthen existing legal, economic and other policy instruments, as well as institutional frameworks; to improve environmental policy coordination and policy information exchange within the United Nations system and, as appropriate, outside the United Nations system; to promote the involvement of major groups in policy dialogue; and to seek increased contributions to the Environment Fund and UNEP trust funds by, *inter alia*, making resource mobilization in UNEP a more systematic and focused activity.

Outputs

12.46 During the biennium 2000–2001, the following outputs will be delivered:

(a) Promotion of the development of policies and strategies at the global, regional and national levels that respond effectively to existing or emerging environmental issues within the context of sustainable development;

(b) Strengthening of partnerships and involvement of major groups, in particular the scientific community, civil society, non-governmental organizations and the private sector, in policy development and advocacy to improve environmental management and promote sustainable development;

(c) Development and articulation of UNEP policy positions and responses on major environmental and sustainable development issues and events;

(d) Assistance to Governments in the development of coherent and effective legal regimes at the global, regional and national levels that address major environmental issues in the context of sustainable development;

(e) In cooperation with subprogramme 3, Policy implementation, strengthening of the capacity of Governments to analyse, develop and implement global, regional and national policies and policy instruments, as well as to evaluate their adequacy and effectiveness;

(f) Support to subprogramme 4, Technology, industry and economics, in the development and application of economic, trade and financial instruments for improved integration of environment and development policies and broader compliance with environmental requirements;

(g) Promotion of United Nations system-wide cooperation and coordination in the coherent development and implementation of the environmental policy aspects of sustainable development;

(h) Through information exchange with donors, regional groups, national committees, Governments and the corporate sector, ensuring that priorities of Governments are met by the UNEP programme of work and individual projects; and organization of innovative fund raising from previously inadequately tapped sources, such as the private sector.

Subprogramme 3
Policy implementation

12.47 UNEP is a catalytic and, selectively, an implementing body within the United Nations system. Calls by Governments for the strengthening and revitalization of UNEP since the United Nations Conference on Environment and Development, however, have led to an enhancement of the organization's role in policy implementation culminating in the establishment of this new subprogramme. This evolution of the mandate of UNEP requires the organization to progressively build and consolidate the necessary capacity for effective policy implementation. With various UNEP subprogrammes engaged in policy implementation activities, there is a need for a focal point within the organization to coordinate, support and ultimately assume responsibility for this work. Accordingly, the focus of this subprogramme will be to: support the implementation activities (e.g., advisory services, pilot projects, education/training and other capacity-building support) undertaken by other subprogrammes; undertake implementation activities that do not fall within the realm of any specific subprogramme or that involve two or more subprogrammes; obtain regular feedback from a monitoring and evaluation process, which might improve future policy development/implementation; and mobilize and coordinate international response to environmental emergencies.

Outputs

12.48 During the biennium 2000–2001, the following outputs will be delivered:

(a) Provision of advisory, education, training and other capacity-building services to Governments on technical and institutional issues not eligible for GEF funding, in environmental policy implementation, including environmental management;

(b) Development and implementation, with partners (in particular with GEF), of pilot activities with potential demonstrative value in terms of a particular environmental policy or policy implementation strategy;

(c) Liaison with, support to and general coordination of technical cooperation activities of other subprogrammes;

(d) Strengthening of mechanisms and networks, both within and outside the United Nations system, for mobilizing and coordinating responses to environmental emergencies;

(e) Assistance to subregions and countries in developing emergency response capacity and in responding to specific emergencies.

Subprogramme 4
Technology, industry and economics

12.49 The current use and development of technologies, production processes and products, as well as current urbanization patterns result in the inefficient use of natural resources, particularly energy and water, as well as in high levels of air and water pollution, soil contamination and negative impacts on human health and well-being. In particular, persistent and toxic bio-accumulative chemicals are contaminating various media and the food chains. Moreover, current economic tools and systems are not designed to integrate environmental costs. There is, therefore, a need to reorient production and consumption patterns towards cleaner, safer and environmentally sound technologies, products and services that will use less water and energy, prevent all forms of pollution and reduce risks to humans and the environment.

12.50 The focus of the subprogramme is to encourage decision makers in national Governments, local authorities and industry to develop and adopt policies, strategies and practices that are cleaner and safer, make efficient use of natural resources, ensure environmentally sound management of chemicals, incorporate environmental costs and reduce pollution and risks for humans and the environment.

12.51 In this context, the subprogramme will promote the development, use and transfer of policies of cleaner, safer and environmentally sound technologies, of economic instruments and of managerial practices and other tools that will assist in environmentally sound decision-making and in the building of corresponding capacities. It will also assist in the preparation of corresponding international agreements and guidelines and in particular, the convention on persistent organic pollutants.

Outputs

12.52 During the biennium 2000–2001, the following outputs will be delivered:

(a) Improvement of the understanding of the needs and priorities of developing countries and countries with economies in transition for information on environmentally sound technologies in the fields of freshwater and urban management;

(b) Continuation of the strengthening of the UNEP knowledge base and information system with high-quality and reliable information on environmentally sound technologies for freshwater and urban management, and making that information accessible through appropriate means;

(c) Identification of barriers and impediments to the adoption and use of environmentally sound technologies for freshwater and urban management, and ways of overcoming them;

(d) Strengthening and improvement of the capacity in developing countries and countries with economies in transition to adopt and use environmentally sound technologies for freshwater and urban management;

(e) Improvement of worldwide awareness and understanding of cleaner and safer production issues, and promotion of the use of related management tools and technologies leading to efficient use of natural resources and pollution prevention;

(f) Support to and catalysation of national, subregional and regional cleaner production centres, and expansion of networks of government and industry sector experts to provide ongoing input and advice;

(g) Raising the awareness of Governments, international organizations, industry, business and public bodies concerning sustainable consumption patterns;

(h) Ensuring the operation of the interim secretariat for the Rotterdam Convention on the Prior Informed Consent Procedure for Certain Hazardous Chemicals and Pesticides in International Trade, jointly with FAO;

(i) Provision of support to the negotiations on a legally binding instrument on persistent organic pollutants, including the holding of a meeting of the conference of the plenipotentiaries;

(j) Promotion of the early reduction and elimination of releases of persistent organic pollutants into the environment through information exchange and capacity-building programmes;

(k) Promotion of the protection of human health and the environment from the adverse effects of toxic chemicals at the national, subregional, and regional levels through capacity-building and information exchange programmes;

(l) Provision to policy makers in Governments and industry of relevant, practical and timely information and improvement of their skills so that they can make better, more informed decisions concerning energy policies, practices, and investments;

(m) Enhancement of the capacities, in particular of the developing countries and countries with economies in transition, to integrate environmental considerations in development and decision-making, through:

(i) Promotion of the use and application of methodologies and techniques for the valuation of environmental and natural resources;

(ii) Enhancement of integration of environmental and social dimensions into the national income accounting framework;

(iii) Development of a framework for a national environmental impact assessment system that emphasizes strategic use and its linkages with other assessment and incentive tools;

(n) Improvement of understanding of the environmental impact of world trade and trade liberalization, with a view to designing and implementing policies for integrating environmental considerations in trade policies;

(o) Enhancement of understanding of trade and environment policies with regard to UNEP-administered conventions;

(p) Improvement of the awareness, understanding and integration of environmental considerations into the internal and external operations of financial services institutions.

Subprogramme 5
Regional cooperation and representation

12.53 Environmental problems differ from region to region. Global environmental policies and programmes have to take regional needs and priorities into account in order to be successful. Regional cooperation increases the delivery and impact of global programmes. In order to facilitate enhanced regional delivery, a Nairobi-based coordination office has been established. This office will be responsible for promoting regional policy integration, coordinating programme planning and providing services to the regional offices, as appropriate, to facilitate enhanced regional delivery.

12.54 In response to geographically differentiated environmental concerns and interests, groups of countries have established cooperative regional and subregional frameworks. These provide effective mechanisms for addressing global environmental problems and the implementation of global environmental agreements, as well as for tackling specific problems common to participating States. UNEP will promote, support and work with these frameworks in implementing its programme. Governments in the regions need to be provided with policy advice on how to tackle global environmental problems. Where appropriate, solutions have to be demonstrated and other forms of technical assistance rendered, in particular to ministries of

environment. Awareness-raising, involving the private sector, major groups and local authorities in tackling global environmental problems, and mobilizing the necessary resources for this work, are essential for the success of the UNEP programme in the regions. Regional offices have a major role to play in this respect.

Outputs

12.55 During the biennium 2000–2001 the following outputs will be delivered by the coordination office at UNEP headquarters:

(a) Advancement of the UNEP regional environmental agenda and ensuring enhanced regional delivery through the coordination of the conceptualization, planning and coherent implementation of UNEP programmes and activities in the regions;

(b) Creation and maintenance of a dynamic interface with the six regional offices in order to help manage the wide range of regional priorities with greater efficiency and flexibility;

(c) Coordination of the strengthening and restructuring of regional activities to ensure their greater integration;

(d) Balance and harmonization of global priorities with regional ones so as to ensure that regional perspectives are adequately reflected in the global policy and programmes of work of UNEP and that UNEP priorities become part of regional environmental policies and action;

(e) Ensuring the effective and timely two-way flow of information between headquarters and the regions and vice versa.

12.56 During the biennium 2000–2001, the following outputs will be delivered by the regional offices:

(a) Gathering of relevant information and data and bringing regional perspectives to the development of UNEP policy and programmes;

(b) Promotion of UNEP global policies in the region and enlistment of support for them at all levels;

(c) Activities to implement and complement relevant parts of the UNEP global programmes through initiating, coordinating and catalysing regional and subregional cooperation and action in response to environmental problems and emergencies;

(d) Assistance in the development of policies and programmes on global and regional environmental issues among and within Governments in the region;

(e) Provision of advisory services to help Governments translate global commitments into national action for the protection and enhancement of the environment (except the New York office);

(f) Raising of public awareness of environmental problems and creating a constituency for environmental action.

Subprogramme 6
Environmental conventions

12.57 Global environmental issues, namely, the loss of biological diversity, climate change, stratospheric ozone depletion, deforestation and unsustainable use of forests, desertification and land degradation, marine environment and resource degradation, freshwater degradation and the accumulation of persistent organic pollutants and hazardous wastes, are interlinked through complex physical, chemical and biological processes, as well as by the same forces behind these global environmental changes (population growth, increasing consumption of resources and choice of unsound technologies). These problems need to be addressed in an integrated manner, building on the understanding of these linkages in decision-making. There must also be an explicit recognition of the synergies and trade-offs among the policies and actions

taken within the frameworks of global and regional environmental conventions and agreements that are needed in order to respond in an effective and integrated manner to these global environmental problems.

12.58 This subprogramme will therefore promote the development of complementary policies and programmatic approaches among the work programmes of related global and regional environmental conventions and processes; support the development of new international conventions and agreements, including protocols to existing conventions and agreements; and coordinate the provision of UNEP programmatic support to the implementation of the work programmes of conventions and related international agreements and processes, particularly where programmatic interlinkages exist.

Outputs

12.59 During the biennium 2000–2001, the following outputs will be delivered:

(a) Development of coherent programmatic interlinkages among international conventions and processes and prevention of the fragmentation of international environmental policy-making;

(b) Reinforcement of the implementation of the work programmes of conventions, particularly in those areas and issues where strong interlinkages exist with the UNEP programme of work, such as trade and environment, tourism and assessment, among others;

(c) Promotion of support by the United Nations and other international organizations, non-governmental organizations and civil society to the work programmes of conventions;

(d) Enhancement of the implementation of decisions of the conferences of parties in which UNEP is expected to follow up, in particular those funded by GEF;

(e) Increased dissemination of information on the status and implementation of global environmental conventions;

(f) Provision of substantive support to the work of the Intergovernmental Forum on Forests.

Subprogramme 7
Communications and public information

12.60 Public awareness is crucial in promoting sustainable development and improving the capacity of people to address environmental issues. Communicating the ideas and position of UNEP on important and relevant issues is critical to elevating the organization's role in resolving the major environmental problems. In partnership with the United Nations and other organizations of the United Nations system or outside, this subprogramme raises awareness of environmental issues and informs Governments, civil society, the media, interest groups and communities about the work of UNEP. By producing and distributing publications, broadcast material, visual displays, publicity campaigns and other special events, the aim of the subprogramme is to promote UNEP, as well as encourage and educate people to live sustainably by actively improving quality of life while caring for the earth. The subprogramme will develop proactive communications and media strategies to allow UNEP to shape the agenda of public debate and bring the attention of the world to emerging environmental issues. It will enhance public access to UNEP programmes and present UNEP as a dynamic organization and a unique source of authoritative information that has a real impact on the global environment. The creation of a Spokesman's Office will help ensure that the position of UNEP on issues of concern is accurately reflected in the world's media. Another new unit on information on the Internet Web sites will facilitate the communication of the message of UNEP and efficient use of rapidly developing electronic forms of information.

Outputs

12.61 During the biennium 2000–2001, the following outputs will be delivered:

(a) Provision of clarifications on the official position of UNEP on major environmental problems and newsworthy events on behalf of the Executive Director;

(b) Reflection and presentation of a timely, accurate, appropriate image of UNEP through systematic dissemination of targeted information on the environmental agenda and initiatives to enlist audience support through the media, and assistance in mobilizing adequate international response to major emerging environmental issues;

(c) Harmonization of the image of UNEP on Internet Web sites and facilitation of access and delivery of information on UNEP and the environment to Internet users and other selected clients and partners (Web journalism);

(d) Promotion of UNEP and UNEP products and services on the Internet, including marketing and sales of selected UNEP products;

(e) Promotion of greater environmental awareness through specific activities and events, and facilitation of effective cooperation with and among selected sectors of society and actors involved in the implementation of the international environmental agenda;

(f) Efficient dissemination of information on environmental issues and UNEP activities through publications;

(g) Coordination and provision of query-response services (Library and Documentation Centre).

Table 12.11 **Summary of follow-up action taken to implement relevant recommendations of the internal and external oversight bodies and the Advisory Committee on Administrative and Budgetary Questions**

Brief description of the recommendation	*Action taken to implement the recommendation*
Office of Internal Oversight Services (A/51/810)	
The senior management of UNEP needs, as a matter of urgency, to clarify with its stakeholders its role and function following the United Nations Conference on Environment and Development (para. 137).	Clarification of the role and mandate of UNEP is the prerogative and responsibility of its Governing Council. Governments have defined and clarified the refocused role and mandate of UNEP by adopting the Nairobi Declaration on the Role and Mandate of UNEP at the nineteenth session of the UNEP Governing Council which was subsequently endorsed by the General Assembly at its nineteenth special session, in June 1997.
UNEP should translate this clarified role into a clear plan of action for the next five years. The plan should contain measurable, or at least observable, goals and basic indicators of progress applicable to each programme and operational unit. Managers at all levels should then use them in managing their work (para. 138).	The major elements of the plan of action were considered by the Governing Council at its fifth special session, in Nairobi in May 1998 on the basis of the outcome of the High-level Committee of Ministers and Officials in Charge of Environment, the special session of the General Assembly and the policy guidelines presented by the Executive Director. The introduction of results management and performance indicators for the UNEP programme of work for 1996–1997 has been extended to the 1998–1999 work programme. Also, the 2000–2001 work programme is results-oriented and contains objectives, results and measurable performance indicators. Managers are guided in their work by semi-annual programme implementation reports, which give an overview of programme delivery as compared to the use of resources over the same time period.

Brief description of the recommendation	*Action taken to implement the recommendation*
Immediate steps should be taken to translate the Programme's global role as a catalyst, coordinator and stimulator of environmental action into one single programme budget document. Simultaneously, urgent action is needed to put in place a system of programme oversight with the authority necessary to ensure the coordination and implementation of an integrated and comprehensive programme of work. The UNEP monitoring and evaluation system should collect essential data on performance and provide feedback to managers at all levels in a timely fashion so as to provide guidance in the allocation of resources and to permit provision of incentives to good performers. The responsible units should report directly to the Executive Director (para. 139).	Budgets for conventions and trust funds, including GEF, are developed and approved independently and according to different schedules by their respective legislative bodies. The implementation of this recommendation will therefore be carried out with their approval. A composite budget document and programme of work for 1998–1999 was presented to and approved by the Governing Council at its nineteenth session. For the Environment Fund the same document, including management and administrative support costs and the programme of work for 2000–2001, was presented to the Governing Council at its twentieth session, in February 1999. The Executive Director presented to the Governing Council at its twentieth session, the completed new organizational structure, building upon his proposal, made at the fifth special session of the Governing Council in May 1998. Six divisions and one branch based on functions rather than sectoral subjects will report directly to the Deputy Executive Director. He will exercise oversight and authority, ensuring coordination and integration. As part of the new organizational chart, the Evaluation Unit was separated from the planning and monitoring functions and now reports directly to the Executive Director. Feedback is provided to managers through the Management Board. The Programme Coordination and Management Unit, established in August 1998 as a successor to the Corporate Planning and Accountability Service, monitors programme performance and submits semi-annual programme implementation reports to management as guidance in the allocation of resources. The Unit reports directly to the Deputy Executive Director, who supervises programme delivery.
The Environmental Economics Unit needs to be strengthened (para. 140).	The economics and trade subprogrammes have been fully integrated. To maximize scarce resources, ensure a critical mass of human resources and foster necessary closer collaboration with WTO, UNCTAD, ECE and OECD, the Unit has been consolidated in Geneva. The proposed budget for 2000–2001 contains increased funding for the economics and trade programme element.

Brief description of the recommendation	*Action taken to implement the recommendation*
The relationship between the secretariats of the environmental conventions and UNEP should be revisited. Fulfilling its Agenda 21 mandate for coordinating the work of the secretariats may give UNEP a tool for achieving its larger goals. If that is a niche that UNEP decides to occupy, then it will need to equip itself to do so (para. 141).	UNEP has established a Division of Environmental Conventions. The objectives of the conventions are: (a) to promote, in cooperation with their respective governing bodies, development of coherent interlinkages among international conventions and processes and prevention of fragmentation of international environmental policy-making; (b) to enhance, in cooperation with their respective governing bodies, the linkages among the various scientific and information monitoring processes that underpin environmental conventions and relevant international agreements in order to provide a bridge between science and information and policy; and (c) to serve as a link between UNEP and the conventions and related international processes to facilitate and channel coordinated substantive support of environmental conventions and processes by various UNEP programme areas such as atmosphere, biodiversity, chemicals, land and water to ensure that the conventions and processes are implemented effectively in accordance with their provisions and the decisions of their conferences of parties.
Management should assess the organizational structure with a view to reducing its top-heaviness, ensuring greater congruence with the programme of work; delineating clearly the functions and responsibilities of each unit, ensuring that those functions are mutually supportive of each other; avoiding a too-thin distribution of resources; and reflecting clear lines of authority (para. 142).	The Executive Director presented to the Governing Council at its fifth special session a new organizational structure for UNEP. Six divisions and one branch based on functions rather than subject areas will report to the Executive Director through the Deputy Executive Director. He will exercise oversight and authority, ensuring integration. The congruence between the new organizational structure and the programme of work will be completed for 2000–2001. However, the programme of work for 1999 will be implemented as approved by the Governing Council at its nineteenth session, with the new organizational structure. To reduce the top-heaviness of UNEP, the new Executive Director has downgraded the posts of regional directors from D-2 to D-1.
The work of the numerous committees established to provide collective guidance on programmatic and administrative matters should be streamlined, the number of committees should be reduced and their respective responsibilities should be well-delineated (para. 143).	The Management Board, comprising senior officials, serves as the principal mechanism for evolving and providing collective guidance on programmatic and administrative matters. It meets regularly under the chairmanship of the Executive Director. The number of other functional committees has been drastically reduced.

Brief description of the recommendation	*Action taken to implement the recommendation*
Managerial and administrative reform within UNEP requires a firm hand at the helm. If the Executive Director must travel much of the time, there has to be a second in command in charge at UNEP headquarters, with the authority and determination to put changes into effect (para. 144).	The Executive Director has delegated full authority to the Deputy Executive Director to take necessary decisions when the Executive Director is away from Nairobi. Additionally, the Deputy Executive Director has been designated Reform Coordinator.
UNEP may wish to have an independent evaluation office with a reporting relationship and status vis-à-vis its Governing Council that is analogous to that of the Office of Internal Oversight Services to the General Assembly (para. 145).	With the introduction of the new organizational structure, the Evaluation and Oversight Unit reports directly to the Executive Director. The Evaluation and Oversight Unit submits each year a UNEP evaluation report to members of the Governing Council.
Evaluation resources are very scarce and should be used for strategic purposes, meeting accountability needs while clarifying relevant issues (para. 146).	The Evaluation and Oversight Unit prepares annually a UNEP evaluation report. Managers will continue to be requested to prepare implementation plans to ensure follow-up of evaluation recommendations contained in that report. The Evaluation and Oversight Unit reviews these plans every six months and draws to the attention of the Management Board necessary corrective action. In 1996, for the first time, a management response was prepared to the evaluation report, and management committed itself to implementing the recommendations therein, thus bringing the commitment to the policy level. The Management Board reviews systematically all evaluation recommendations to assess the necessity of any structural or systemic change. The management response to the 1997 evaluation report was distributed to the Governing Council at its twentieth session as an information document. As a test case, an ex-post environmental impact evaluation of the long-standing Mediterranean Action Plan has been undertaken to provide evidence of the impact on the environment of a UNEP programme. This report was sent to the Office of Internal Oversight Services in connection with the update to the triennial review on 21 January 1998.
UNEP should review its practice of turning all activities into projects (para. 147).	The secretariat has been developing new approaches to programme implementation. The extent to which new approaches can be implemented for internal programme implementation is dependent upon the outcome of the ongoing reforms and the compatibility of these new approaches with the rules and regulations governing the fund of UNEP.

Brief description of the recommendation	*Action taken to implement the recommendation*
The position of UNEP in GEF appears minimal, and therefore, as part of the 1997 review by the General Assembly of follow-up to the United Nations Conference on Environment and Development, UNEP should urge consideration of a revised relationship among the implementing agencies of GEF (para. 148).	As a result of the recommendation of the Office of Internal Oversight Services, the Executive Director presented the new profile of UNEP in GEF at the first GEF Assembly, held in New Delhi in April 1998. The new profile was endorsed by the Governing Council in its decision SS.V/6 of 22 May 1998. In that decision the Governing Council welcomed the progress made by the Executive Director in strengthening the role of UNEP in the GEF. The Governing Council also requested the Executive Director to strengthen the role of UNEP in the GEF cross-cutting area of land degradation. To strengthen inter-agency collaboration, a memorandum of understanding between UNEP and UNDP on joint collaboration in the cross-cutting area of land degradation was signed in November 1998. The third meeting of the High-level Committee of Ministers and Officials in Charge of Environment, held in Buenos Aires on 10 November 1998, welcomed also the progress made by UNEP in GEF, as evidenced by the increase of its work programme from $21 million during the pilot phase to $124 million at the end of 1998, corresponding to more than 96 projects. The Ministers requested the Executive Director to present to the Governing Council at its twentieth session, in February 1999, a draft action plan on complementarity and additionality of UNEP core activities with its GEF interventions aimed at further clarifying the role of UNEP in GEF.

Brief description of the recommendation	*Action taken to implement the recommendation*
The issue of the Mercure telecommunications facility should be resolved as a matter of urgency. UNEP and the United Nations Secretariat should resolve any outstanding issues of compatibility between the United Nations and UNEP systems and make recommendations to the parties and legislative bodies concerned as to the steps to be taken if the system cannot be put into full and cost-effective operation in the near future (para. 149).	With the signing of an agreement between the Government of Kenya and UNEP in April 1998, operational data services were implemented over the Mercure system in Nairobi. Fourteen other Mercure sites were rendered operational by June 1998. Services at UNEP headquarters include all e-mail, computer file transmission and interactive Internet services, such as high-speed access to the World Wide Web. Facsimile and video-conferencing links are also being tested and will be made operational in 1999. The Government of Kenya agreed in May 1998 to join UNEP in negotiations on the issue of expanding Mercure services to include voice telephone and other access to the Mercure system by all United Nations agencies in Nairobi. These negotiations will continue in 1999, when it is anticipated agreement will be reached between the parties. The incompatibility question did exist when the United Nations was conceiving the "United Nations backbone system" and when Mercure was to be set up with a European proprietary system (DAMA). Under this system, the satellite telecommunications link would be activated only upon demand by earth stations and could be a barrier for telecommunications, which require a permanent communication link such as telephone services. The Information Technology Services Division of the United Nations Secretariat and UNEP proposed that ITU should conduct a study, during the fourth quarter of 1997, to examine the costs, benefits and application efficiencies of Mercure related to UNEP activities. ITU was, however, unable to do so at that time. In March 1998, supplementary discussions on the compatibility of the United Nations global telecommunications system and Mercure were held between the United Nations and UNEP. That meeting concluded that it was no longer necessary to conduct an independent study at a cost of approximately $100,000, since compatibility for data traffic had already been achieved. Also, expertise sufficient to achieve compatibility for remaining services, such as voice, were available with Information Technology Services Division and at UNEP. An internal cost benefit study of Mercure operations was made available to the Governing Council at its twentieth session in line with the recommendations of the Governing Council at its nineteenth session.

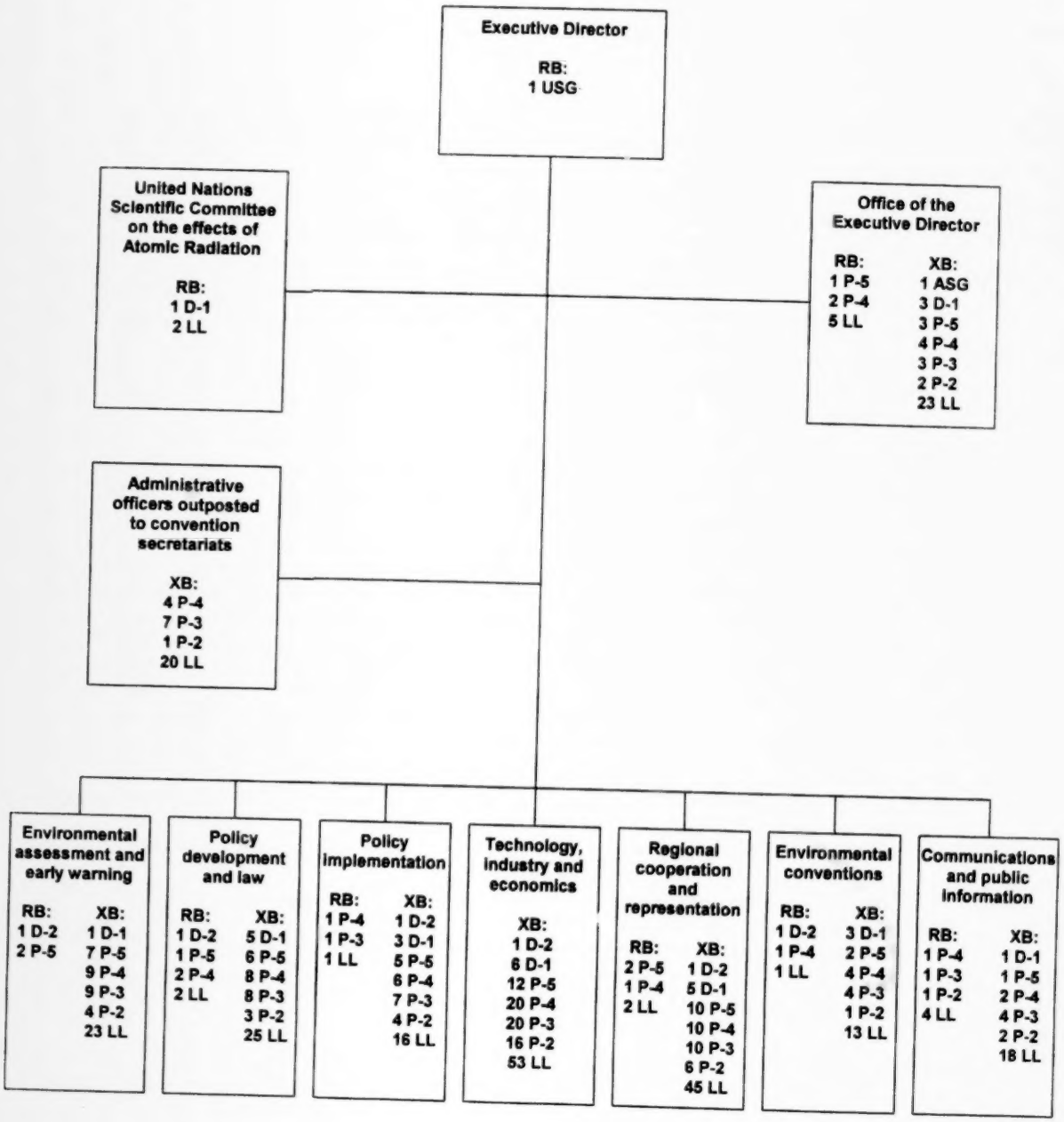
Brief description of the recommendation	*Action taken to implement the recommendation*
In considering its coordinating responsibilities, UNEP should indicate to its stakeholders the need to consider harmonizing the organization's mandates, resources and capacities (para. 150).	The Nairobi Declaration was presented to the Commission on Sustainable Development. At its fifth session, the Commission recognized the role of UNEP and its Governing Council as the principal United Nations body in the field of the environment. The focus of UNEP is on the integrative concept of sustainable development. Consequently, UNEP provides the environmental perspective in the work of the Department of Economic and Social Affairs on sustainable development. Other organizations provide the economic and social dimensions. The Governing Council in its decision 19/9B of 7 February 1997 welcomed efforts by UNEP to develop the system-wide strategy and requested the Executive Director to undertake further development through the Inter-Agency Environment Coordination Group following the conclusion of the special session of the General Assembly and to finalize the strategy by the twentieth session of the Governing Council. UNEP will continue to bring discipline to those relationships through the development of specific memoranda of understanding — for example, with UNICEF and WTO. UNEP will also continue to forge strategic alliances with organizations through *inter alia* its Environmental Citizenship Programme and through its Industry and Environment Centre. The report of the Task Force on Environment and Human Settlements, chaired by the Executive Director of UNEP, was submitted to the Secretary-General for submission to the General Assembly at its fifty-third session (see A/53/463). The report has important recommendations with regard to the responsibilities and coordinating role of UNEP. That report is still under consideration by the General Assembly.
Clear guidelines on disbursements for consultants and advisers and on the establishment of posts should be developed (para. 151).	UNEP will continue to adopt a human resources management strategy that attracts the best talent, which will mean a mix of both internal and external resources. The utilization of consultants will be carried out in accordance with the instructions recently issued by the United Nations Secretariat.
Compliance with the recommendations of the Board of Auditors is necessary and should be given the priority it deserves (para. 152).	UNEP has been successful in the implementation of the recommendations by the Board of Auditors for the biennium 1994–1995. A separate document on the status of implementation of those recommendations was submitted to the Governing Council at its twentieth session. A status report as at 31 October 1998 has been sent to the Board of Auditors.

Brief description of the recommendation	*Action taken to implement the recommendation*
The work of the appointment and promotion machinery and its membership should be revisited. Two committees, one for Professional staff and the other for General Service staff, would be a step in the direction of reducing the cumbersome process (para. 153).	UNEP continues to adhere to United Nations procedures. In addition to two promotion bodies mentioned previously, UNEP has an Appointment and Promotion Committee dealing with Professional level posts funded from the United Nations regular budget. New membership for the Appointment and Promotion Board (for Professional staff members with appointments limited to UNEP), the Appointment and Promotion Panel (for General Service staff members in the United Nations Office at Nairobi), UNEP and the United Nations Centre for Human Settlements and the local Appointment and Promotion Committee (for Professional posts up to the P-4 level, funded by the United Nations regular budget) was established effective 1 October 1998. In addition, the Appointment and Promotion Board and the Appointment and Promotion Panel have started to perform the new mandate of reviewing special post allowance and superannuation cases, as approved in May 1998.
The consultative process between staff and senior management should be established on a sound basis, with a view to ensuring a spirit of genuine cooperation and mutual respect (para. 154).	The Joint Advisory Committee has been established in accordance with the Secretary-General's bulletin ST/SGB/176/Rev.2 of April 1991 and staff rule 108.2 to discuss personnel policies and general questions concerning staff welfare. The Staff Association will continue to have meetings with the Executive Director quarterly and with the Deputy Executive Director once a month. Also, the Chief of the United Nations Office at Nairobi meets with the Staff Association on a regular basis.
A determined effort should be made to put the United Nations Office at Nairobi on the right track. This should include appropriate delegation of authority, enhancement of the capacity of the staff through training and the provision of a stable resource base to ensure the continuous presence of an institutional critical mass. A first step in that direction would be for Headquarters to provide urgent assistance by assigning to Nairobi for one month a senior administrator with proven experience in the establishment and functioning of United Nations common services outputs (para. 155).	The Executive Director/Director-General of the United Nations Office at Nairobi has delegated to the Administration of the United Nations Office at Nairobi all administrative responsibilities in support of UNEP effective 1 July 1998. Existing operating procedures and reporting lines and interaction between substantive and administrative units have been reviewed. Budget section 27G, Administration, Nairobi, contains proposals for the biennium 2000–2001 to strengthen the United Nations Office at Nairobi and to enable it to play fully its expanded role.

Brief description of the recommendation	*Action taken to implement the recommendation*
Board of Auditors (A/53/5/Add.6, chap. II)	
The Board recommended that reports on the value of non-expendable property purchased by the implementing agencies out of UNEP funds should be obtained and the value of such property should be disclosed in the notes to the financial statements (para. 15).	The value of non-expendable equipment purchased by implementing agencies out of UNEP funds will be reported in the 1998 accounts.
The Board recommended that the Administration review all unpaid pledges under the different funds and make appropriate provision in the accounts where the collection of the income is considered doubtful. The Administration should also consider recognizing pledges as income only when the funds are received (para. 18).	The Budget and Funds Management Service of the United Nations Office at Nairobi continuously reviews unpaid pledges for all funds. In respect of the Montreal Protocol, contribution tables are maintained separately for each year since the inception of the fund (1991), thus providing detailed information in respect of the age of unpaid pledges. Age analysis information for other UNEP trust funds is being developed. Writing off pledges, as well as considering pledges of some Governments to be doubtful, and making corresponding provisions in the accounts is the prerogative of the meetings of parties contributing jointly to those funds. However, in the management of allocations and commitments of all trust funds, it is the policy and practice of UNEP and the United Nations Office at Nairobi to take into consideration cash balances only, supplemented very exceptionally by some amount of pledges considered to be fully reliable. Reflecting pledges as income is standard United Nations practice as an element of accrual accounting. The practice does not result in over-estimation of funds available, over-commitment or over-expenditure owing to the practices outlined above.
The Board recommended that the Administration continue efforts to ensure that executing agencies that are required to provide audit certificates in respect of monies released from the Environment Fund do so soon after the end of the financial period (para. 23).	The UNEP Manual on Project Formulation, Approval, Monitoring and Evaluation sets out the conditions relating to the submission of audit certificates. UNEP has put in place all the necessary measures to ensure timely submission of audited expenditure statements. UNEP will withhold future cash advances to those organizations which have not provided audit certificates and will not enter into new contractual arrangements with supporting organizations that have not provided necessary audit documents.
The Board recommended that the Administration establish a system of periodic review of accounts receivable to recover and/or adjust the items (para. 27).	Control and follow-up will be improved and an improved receivables ageing system is expected to be fully developed by 1999.

Brief description of the recommendation	*Action taken to implement the recommendation*
The Board recommended that as a matter of urgency the Administration review the cost-effectiveness and viability of the Mercure communications system, including its compatibility with the United Nations communications system (para. 42).	See above for the description of action taken in response to a similar recommendation from the Office of Internal Oversight Services.
The Board recommended that the Administration improve its management and control over projects by ensuring that objectives and outputs are clearly specified; terms of reference for consultants are specified; and quarterly expenditure and half-yearly progress reports are received promptly. The Board also reiterated its recommendation made in its report for 1990–1991 and again in 1994–1995 that action should be taken to obtain all prescribed reports so as to allow timely closure of completed projects (para. 50).	Project formulation has been streamlined with the approval in 1998 of the UNEP Manual on Project Formulation, Approval, Monitoring and Evaluation, and measures to ensure timely submission of financial statements and progress reports were put in place (UNEP withholds cash advances to organizations that have not submitted required reports). Action has also been taken to solicit from executing agencies all outstanding project reports and to effect timely closure of projects.
The Board recommended that the Administration review the project management report sheet and include the specific outputs in it, in addition to ensuring that they are updated on an ongoing basis to serve as an effective project management instrument (para. 51).	The UNEP Manual on Project Formulation, Approval, Monitoring and Evaluation already provides tools (project progress report, terminal report and self-evaluation fact sheet) for collecting comprehensive information on the life of a project to meet evaluation and reporting requirements, including specific outputs. Fund management officers are following up the project development through the project management report sheet, where all the expected and received reports are listed. It is considered that these reports and filing system will adequately meet audit requirements, and UNEP does not see the need to include specific outputs in the project management report sheet.
The Board recommended that the Administration ensure that the procedures for taking action on the decision of the Property Survey Board are adhered to and that it monitor compliance by exception (para. 61).	The United Nations Office at Nairobi is implementing the recommendation.

United Nations Environment Programme
Proposed organizational structure and post distribution for the biennium 2000-2001



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Proposed programme budget for the biennium 2000–2001*

Part IV
International cooperation for development

Section 13
Human settlements

(Programme 11 of the medium-term plan for the period 1998–2001)

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* The present document contains section 13 of the proposed programme budget for the biennium 2000–2001. The complete proposed programme budget will subsequently be issued in final printed form as *Official Records of the General Assembly, Fifty-fourth Session, Supplement No. 6* (A/54/6/Rev.1).

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Section 13
Human settlements

(Programme 11 of the medium-term plan for the period 1998–2001)

Overview

13.1 The basic orientation of the work programme of the United Nations Centre for Human Settlements for the biennium 2000–2001 emanates from the second United Nations Conference on Human Settlements (Habitat II) held in Istanbul in June 1996. The Habitat Agenda as approved by the General Assembly outlines the goals, commitments, principles and a global plan of action to guide the sustainable development of human settlements. It further designates the Centre as focal point for its implementation and assigns a number of responsibilities to it in this respect. As outlined in the medium-term plan, as revised (A/53/6/Rev.1), the strategies to achieve the goals of the Habitat Agenda include enablement and participation, capacity-building and institutional development. A major activity for the biennium 2000–2001, which is accountable for the bulk of the resource growth in the section, will be the preparation and servicing of the special session of the General Assembly in 2001 (Istanbul +5) on the overall review and appraisal of the implementation of the Habitat Agenda.

13.2 During the biennium 1998–1999, the Centre went through a significant process of assessment and revitalization, in response to instructions given to the Secretary-General by the General Assembly and the Commission on Human Settlements. The General Assembly, in its resolution 52/190 of 18 December 1997 requested the Secretary-General to undertake, in the light of the review of the mandate of the Commission on Human Settlements, a comprehensive and in-depth assessment of the United Nations Centre for Human Settlements (Habitat) with a view to its revitalization, called for in paragraph 19 of Assembly resolution 51/177 of 16 December 1996. In response to that resolution, the report of the Secretary-General on the assessment of the Centre (A/53/512) was based on several studies, including the so-called four-nation study on the assessment of the organization and management of the Centre, as well as on specific recommendations to strengthen the Centre made by the Task Force on Environment and Human Settlements. The report, endorsed by the General Assembly, indicated that the problems of dispersed and insufficiently focused activities had been addressed in various proposals by the Centre for restructuring the organization, and that it had been agreed that the Centre should be reorganized along programmatic lines.

13.3 The proposals by the Centre culminated in the "Strategic Vision for Habitat" tabled in November 1998. It envisages a revitalized "Habitat: City Agency", which will adopt the style and profile of a global advocacy agency, dealing with human settlements issues in the context of an urbanizing world. The work programme for the biennium 2000–2001 provides the first opportunity to signal the fundamental changes that will be undertaken within the Centre and between it and its partners to make this strategic approach a reality. Prepared during the process of assessment, the draft work programme reflects the need for a strategic focus with a limited number of well-defined objectives, while also providing for the necessary continuity within the overall orientation of the medium-term plan for the period 1998–2001. The draft work programme indicates that, in 2000–2001, the Centre will launch two significant global campaigns, chosen as strategic entry points into the two Habitat Agenda themes of adequate shelter and sustainable urban settlements. Those would be: (a) the global campaign for secure tenure and (b) the global campaign on urban governance. Accordingly, it was proposed that the work programme be implemented through two subprogrammes: 1, Adequate shelter for all and 2, Sustainable urban development. The Committee of Permanent Representatives, in December 1998, expressed their concurrence with the choice of two subprogrammes and outlined that the selection of two subprogrammes was a direct follow-up to the work of the revitalization team and its formulation of a strategic focus on the above two themes. The draft work programme is to be discussed and approved by the Commission on Human Settlements in May 1999.

13.4 Given the timing of these discussions since 1998, it was not possible to include the programmatic aspects of the restructuring and revitalization of the Centre in the revisions to the medium-term plan for the period 1998–2001, submitted to the General Assembly at its fifty-third session through the Committee for Programme and Coordination.

13.5 The main objectives of the programme would be: to advocate and promote the granting of secure forms of tenure in the context of rapid urbanization, and to assist the partners of the Habitat Agenda with the formulation and application of enabling policies and programmes on security of tenure and the provision of shelter, basic infrastructure and services; advocate and promote good governance at the urban/municipal level, and to build civic and economic capital for improving the urban environment and the living conditions of the urban poor.

13.6 The resources proposed for this section reflect a net growth of $701,400, or 5.5 per cent, resulting from (a) additional resources for (i) the preparatory activities of the special session of the General Assembly (Istanbul +5) totalling $662,200, including provisions for a senior officer at the P-5 level and a Local level staff under general temporary assistance ($252,200), organization of global and regional preparatory expert meetings ($320,000) and travel related to the preparatory activities ($90,000); and (ii) additional requirements for temporary assistance ($21,800) and equipment ($19,300); and (b) a reduction of $1,900 under posts.

13.7 The estimated extrabudgetary resources of $89,704,900 represent 86.0 per cent of the total resources available for this programme. The proposed budget of the United Nations Habitat and Human Settlements Foundation for the biennium 2000–2001 is to be reviewed and approved at the seventeenth session of the Commission on Human Settlements in May 1999.

13.8 The estimated percentage distribution of the total resources under this section for the biennium 2000–2001 would be as follows:

	Regular budget	*Extra-budgetary*
	(percentage)	
A Policy-making organs	8.1	–
B Executive direction and management	20.2	5.6
C Programme of work	71.7	94.4
Total	**100.0**	**100.0**

Table 13.1 **Summary of requirements by component**

(Thousands of United States dollars)

(1) *Regular budget*

Component	*1996–1997 expenditures*	*1998–1999 appropriations*	*Resource growth*		*Total before recosting*	*Recosting*	*2000–2001 estimates*
			Amount	*Percentage*			
A. Policy-making organs	1 844.7	1 073.9	–	–	1 073.9	23.9	1 097.8
B. Executive direction and management	2 175.0	2 639.2	46.3	1.7	2 685.5	265.3	2 950.8
C. Programme of work	8 136.6	8 875.6	655.1	7.3	9 530.7	1 054.0	10 584.7
Total	**12 156.3**	**12 588.7**	**701.4**	**5.5**	**13 290.1**	**1 343.2**	**14 633.3**

(2) *Extrabudgetary resources*

1996-1997 expenditures	1998-1999 estimates	Source of funds	2000-2001 estimates
		(a) Services in support of:	
–	1 402.9	(i) United Nations organizations	1 850.0
1 784.2	1 548.0	(ii) Extrabudgetary activities	1 234.0
		(b) Substantive activities	
3 667.5	4 310.3	United Nations Habitat and Human Settlements Foundation	5 949.6
5 729.0	5 655.2	United Nations Centre for Human Settlements (Habitat)	5 571.3
		(c) Operational projects	
17 884.3	16 400.0	United Nations Habitat and Human Settlements Foundation	15 100.0
45 000.0	90 000.0	UNDP and other sources	60 000.0
74 065.0	**119 316.4**	**Total (2)**	**89 704.9**
86 221.3	**131 905.1**	**Total (1) and (2)**	**104 338.2**

Table 13.2 **Summary of requirements by object of expenditure**

(Thousands of United States dollars)

(1) *Regular budget*

Object of expenditure	1996-1997 expenditures	1998-1999 appropriations	Resource growth		Total before recosting	Recosting	2000-2001 estimates
			Amount	Percentage			
Posts	9 750.2	10 359.0	(1.9)	–	10 357.1	1 126.8	11 483.9
Other staff costs	1 622.1	1 227.4	274.0	22.3	1 501.4	44.3	1 545.7
Consultants and experts	333.4	403.4	320.0	79.3	723.4	78.3	801.7
Travel	207.3	114.0	90.0	78.9	204.0	10.1	214.1
Contractual services	70.5	80.8	–	–	80.8	15.2	96.0
General operating expenses	139.3	167.2	–	–	167.2	23.9	191.1
Hospitality	21.9	5.4	–	–	5.4	1.0	6.4
Supplies and materials	11.6	86.9	–	–	86.9	14.9	101.8
Furniture and equipment	–	144.6	19.3	13.3	163.9	28.7	192.6
Total	**12 156.3**	**12 588.7**	**701.4**	**5.5**	**13 290.1**	**1 343.2**	**14 633.3**

(2) *Extrabudgetary resources*

1996-1997 expenditures	1998-1999 estimates	Object of expenditure	2000-2001 estimates
19 388.1	21 276.4	Posts	14 896.7
29.4	–	Other staff costs	–
1 854.8	185.0	Consultants and experts	157.5
2 052.0	250.0	Travel	177.6
1 396.8	312.0	Contractual services	327.7
3 213.3	1 746.0	General operating expenses	1 618.5
202.2	213.0	Supplies and materials	196.5
479.2	50.0	Furniture and equipment acquisition	–
5 074.4	–	Grants and contributions	–
40 374.8	95 284.0	Other	72 330.4
Total	**74 065.0**	**119 316.4**	**89 704.9**
Total (1) and (2)	**86 221.3**	**131 905.1**	**104 338.2**

Table 13.3 **Post requirements**

Organizational unit: United Nations Centre for Human Settlements

	Established posts		Temporary posts					
	Regular budget		Regular budget		Extrabudgetary resources		Total	
	1998-1999	2000-2001	1998-1999	2000-2001	1998-1999	2000-2001	1998-1999	2000-2001
Professional category and above								
USG	1	1	–	–	–	–	1	1
ASG	–	–	–	–	1	–	1	–
D-2	1	1	–	–	2	1	3	2
D-1	3	3	–	–	7	6	10	9
P-5	6	6	–	–	15	15	21	21
P-4/3	26	26	–	–	35	21	61	47
P-2/1	5	5	–	–	15	12	20	17
Total	**42**	**42**	**–**	**–**	**75**	**55**	**117**	**97**
General Service category								
Other level	2	2	–	–	–	–	2	2
Total	**2**	**2**	**–**	**–**	**–**	**–**	**2**	**2**
Other categories								
Local level	22	22	–	–	81	47	103	69
Total	**22**	**22**	**–**	**–**	**81**	**47**	**103**	**69**
Grand total	**66**	**66**	**–**	**–**	**156**	**102**	**222**	**168**

A. Policy-making organs

Table 13.4 **Summary of requirements by object of expenditure**

(Thousands of United States dollars)

Object of expenditure	*1996-1997 expenditures*	*1998-1999 appropriations*	*Resource growth*		*Total before recosting*	*Recosting*	*2000-2001 estimates*
			Amount	*Percentage*			
Other staff costs	1 568.4	1 049.4	–	–	1 049.4	20.3	1 069.7
Consultants and experts	51.9	–	–	–	–	–	–
Travel	100.2	–	–	–	–	–	–
General operating expenses	94.9	19.1	–	–	19.1	2.6	21.7
Hospitality	21.9	5.4	–	–	5.4	1.0	6.4
Supplies and materials	7.4	–	–	–	–	–	–
Total	**1 844.7**	**1 073.9**	–	–	**1 073.9**	**23.9**	**1 097.8**

13.9 The 58-member Commission on Human Settlements reports to the General Assembly through the Economic and Social Council and holds regular biennial eight-day sessions, normally at United Nations Centre for Human Settlements headquarters in Nairobi. At its sessions, the Commission reviews the work programme and outputs of the Centre, including its operational activities. The sessions bring together representatives of Member States, as well as observers. The Second United Nations Conference on Human Settlements (Habitat II) mandated that other partners, non-governmental organizations, representatives of local authorities and private sector, which are major players in human settlements development, be brought into the process. Thus, as of the sixteenth session of the Commission, the number of participating observers has increased.

13.10 The General Assembly, in its resolution 53/180 of 15 December 1998, decided that the special session of the General Assembly for an overall review and appraisal of the implementation of the outcome of the United Nations Conference on Human Settlements (Habitat II) will be held in June 2001 for a period of three working days. By the same resolution the Assembly decided that the Commission on Human Settlements, which is currently scheduled at its seventeenth and eighteenth sessions to focus on monitoring the implementation of the Habitat Agenda and assessing its impact, should serve as the preparatory committee for the special session and that the preparatory committee for the special session shall be open-ended to allow full participation of all States. The General Assembly invited the Commission on Human Settlements, serving as the preparatory committee, to meet for two working days back-to-back with its forthcoming seventeenth session in order, *inter alia*, to elect its officers, adopt rules of procedures and consider the organization of work for its first substantive session, to be held in Nairobi for five working days in May 2000, and to consider at its first substantive session the modalities, duration, date and agenda for the second substantive session, to be held in 2001. The resource requirements related to the meetings of the Commission in its capacity as the preparatory committee for the special session, are reflected under section 2, General Assembly affairs and conference services.

Resource requirements (at current rates)

Other staff costs

13.11 The estimated amount of $1,049,400, at maintenance level, relates to temporary assistance for meetings ($1,043,600) and overtime ($5,800) required for servicing of the eighteenth session of the Commission.

General operating expenses and hospitality

13.12 A provision in the amount of $24, 500, at maintenance level, is required as follows: $9,700 for rental and maintenance of equipment, $5,400 for hospitality, $6,400 for freight and related costs and $3,000 for miscellaneous services.

B. Executive direction and management

Table 13.5 **Summary of requirements by object of expenditure**

(Thousands of United States dollars)

(1) *Regular budget*

Object of expenditure	*1996-1997 expenditures*	*1998-1999 appropriations*	*Resource growth*		*Total before recosting*	*Recosting*	*2000-2001 estimates*
			Amount	*Percentage*			
Posts	2 041.9	2 214.5	106.5	4.8	2 321.0	237.3	2 558.3
Other staff costs	53.7	13.9	185.9	–	199.8	11.7	211.5
Consultants and experts	–	90.1	(90.1)	(100.0)	–	–	–
Travel	30.8	32.1	–	–	32.1	1.6	33.7
Contractual services	–	–	–	–	–	–	–
General operating expenses	44.4	57.1	6.4	11.2	63.5	5.3	68.8
Supplies and materials	4.2	86.9	(59.4)	(68.3)	27.5	3.7	31.2
Furniture and equipment	–	144.6	(103.0)	(71.2)	41.6	5.7	47.3
Total	**2 175.0**	**2 639.2**	**46.3**	**1.7**	**2 685.5**	**265.3**	**2 950.8**

(2) *Extrabudgetary resources*

1996-1997 expenditures	*1998-1999 estimates*	*Source of funds*	*2000-2001 estimates*
		(a) Services in support of:	
–	1 402.9	(i) United Nations organizations	1 850.0
1 784.2	1 548.0	(ii) Extrabudgetary activities	1 234.0
		(b) Substantive activities	
288.2	1 903.4	United Nations Habitat and Human Settlements Foundation	1 938.5
185.6	314.7	United Nations Centre for Human Settlement (Habitat)	–
Total (2)	**4 854.3**		**5 022.5**
Total (1) and (2)	**7 493.5**		**7 973.3**

Table 13.6 **Post requirements**

Programme: Executive direction and management

	Established posts		*Temporary posts*					
	Regular budget		*Regular budget*		*Extrabudgetary resources*		*Total*	
	1998 1999	*2000 2001*	*1998 1999*	*2000 2001*	*1998 1999*	*2000 2001*	*1998 1999*	*2000 2001*
Professional category and above								
USG	1	1	–	–	–	–	1	1
ASG	–	–	–	–	1	–	1	–
D-2	1	–	–	–	2	–	3	–
D-1	–	–	–	–	2	–	2	–
P-5	1	2	–	–	–	–	1	2
P-4/3	4	4	–	–	3	3	7	7
P-2/1	–	1	–	–	–	1	–	2
Total	**7**	**8**	**–**	**–**	**8**	**4**	**15**	**12**
General Service category								
Other level	2	2	–	–	–	–	2	2
Total	**2**	**2**	**–**	**–**	**–**	**–**	**2**	**2**
Other categories								
Local level	5	5	–	–	12	21	17	26
Total	**5**	**5**	**–**	**–**	**12**	**21**	**17**	**26**
Grand total	**14**	**15**	**–**	**–**	**20**	**25**	**34**	**40**

13.13 Executive direction and management is composed of the Office of Executive Director and the Liaison Office in New York. The Office of the Executive Director is expected to provide overall direction, supervision and management of the Centre in the implementation of its legislative mandate and its approved work programme. The functions of the New York Liaison Office include participation in the work of the General Assembly, the Economic and Social Council and meetings of other intergovernmental bodies, liaison with permanent missions in New York and provision of information to all involved in human settlement activities, including non-governmental organizations.

Outputs

13.14 During the biennium 2000–2001, the following outputs will be delivered:

Servicing of intergovernmental/expert bodies

(a) Substantive servicing. Eighteenth session of the Commission on Human Settlements;

(b) Parliamentary documentation. Reports to the Commission at its eighteenth session on the activities and work programme of the Centre, and reports to eight sessions of the Committee of Permanent Representatives, as requested.

Resource requirements (at current rates)

Posts

13.15 An estimated amount of $2,321,000 would be required to cover the costs of the posts shown in table 13.6 above. The growth of $106,500 is a net result of: outward redeployment of one D-2 to subprogramme 1; inward redeployment of one P-2 from the programme of work to the Office of the Executive Director; and redeployment of one P-5 to the New York Liaison Office.

Other staff costs

13.16 An amount of $199,800, reflecting an increase of $185,900, would be required for all of the Centre's needs for temporary replacement of staff on extended sick leave or maternity leave and the engagement of additional staff during peak workload periods. The increase of $185,900 includes an amount of $164,100 being transferred from the programme of work to executive direction and management, as well as a net resource increase of $21,800. It is anticipated that central management of temporary assistance will allow more efficient use of resources within the section.

Travel

13.17 An amount of $32,100, at maintenance level, is requested for the travel of the Executive Director and the staff of his/her office to participate in the work of the General Assembly and the Economic and Social Council, and to address various institutions in different regions on the Centre's programmes, including follow-up to Habitat II.

General operating expenses

13.18 An estimated amount of $63,500, reflecting an increase of $6,400, would be required for communications requirements in the Office of the Executive Director in Nairobi ($16,600) and in the New York Liaison Office ($46,900). The increase of $6,400 is due to additional communications requirements of the New York Liaison Office.

Supplies and materials

13.19 An amount of $27,500, reflecting a decrease of $59,400, would be required for supplies and materials for the Office of the Executive Director ($16,600) and the New York Liaison Office ($10,900). The redeployment of $59,400 to the programme of work is proposed.

Furniture and equipment

13.20 An estimated amount of $41,600, reflecting a decrease of $103,000, would be required for the replacement and maintenance of computer equipment in Nairobi ($27,200) and in New York ($14,400). Six obsolete computers and printers in Nairobi, and four computers and printers in New York, would be replaced. The decrease amount of $103,000 is proposed for redeployment to the programme of work.

C. Programme of work

Table 13.7 **Summary of requirements by subprogramme**

(Thousands of United States dollars)

(1) *Regular budget*

Subprogramme[a]	*1996-1997 expenditures*	*1998-1999 appropriations*	*Resource growth*		*Total before recosting*	*Recosting*	*2000-2001 estimates*
			Amount	*Percentage*			
1. Adequate shelter for all	–	4 748.8	115.5	2.4	4 864.3	559.0	5 423.3
2. Sustainable urban development	–	4 126.8	539.6	13.0	4 666.4	495.0	5 161.4
Total	**8 136.6**[b]	**8 875.6**	**655.1**	**7.3**	**9 530.7**	**1 054.0**	**10 584.7**

(2) *Extrabudgetary resources*

1996-1997 expenditures	*1998-1999 estimates*	*Source of funds*	*2000-2001 estimates*
		(a) Services in support of:	
–	–	(i) United Nations organizations	–
–	–	(ii) Extrabudgetary activities	
		(b) Substantive activities	
3 667.5	2 406.9	United Nations Habitat and Human Settlements Foundation	4 011.1
5 543.4	5 655.2	United Nations Centre for Human Settlements (Habitat)	5 571.3
		(c) Operational projects	
17 596.1	16 400.0	United Nations Habitat and Human Settlements Foundation	15 100.0
45 000.0	90 000.0	UNDP and other sources	60 000.0
71 807.0	**114 462.1**	**Total (2)**	**84 682.4**
79 943.6	**123 337.7**	**Total (1) and (2)**	**95 267.1**

[a] Subprogrammes 1 and 2 incorporate Assessment, monitoring and information and Environment and infrastructure, respectively.

[b] Distribution by subprogramme is not available, due to subsequent restructuring.

Table 13.8 **Post requirements**

Programme: Human settlements

	Established posts		*Temporary posts*					
	Regular budget		*Regular budget*		*Extrabudgetary resources*		*Total*	
	1998 1999	*2000 2001*	*1998 1999*	*2000 2001*	*1998 1999*	*2000 2001*	*1998 1999*	*2000 2001*
Professional category and above								
D-2	–	1	–	–	–	1	–	2
D-1	3	3	–	–	5	6	8	9
P-5	5	4	–	–	15	15	20	19
P-4/3	22	22	–	–	32	18	54	40
P-2/1	5	4	–	–	15	11	20	15
Total	**35**	**34**	**–**	**–**	**67**	**51**	**102**	**85**
Other categories								
Local level	17	17	–	–	69	26	86	43
Total	**17**	**17**	**–**	**–**	**69**	**26**	**86**	**43**
Grand total	**52**	**51**	**–**	**–**	**136**	**77**	**188**	**128**

13.21 The work programme is designed to focus on: (a) organizing global campaigns within the context of the two themes of the Habitat Agenda, such as (i) security of tenure and (ii) urban governance; (b) raising public awareness on the themes of the Habitat Agenda in the context of urbanization, on the importance of the issues covered by the global campaigns, and on the role of strategic partnerships; (c) continuing needed capacity-building in countries on implementing the Habitat Agenda in accordance with national priorities and plans of action, both through normative and operational activities; (d) monitoring and assessing the implementation of the Habitat Agenda at global, regional, national and local levels; (e) supporting the establishment and strengthening of strategic and operational partnerships with local authorities, non-governmental organizations, community-based organizations, the private sector and other partners in civil society; (f) servicing the Commission on Human Settlements in its role of: (i) coordinating and global monitoring of the implementation of the Habitat Agenda; and (ii) serving as the preparatory committee for the special session of the General Assembly for an overall review and appraisal of the implementation of the Habitat Agenda, as well as the special session in 2001; (g) building capacity for critical and effective internal evaluation of the Centre's substantive work.

13.22 As a part of the process of revitalization of the Centre, it is proposed that the number of subprogrammes be reduced from four to two. Two subprogrammes, namely, 1, Adequate shelter for all and 2, Sustainable urban development, are being created. It is proposed that adequate shelter for all roughly incorporate subprogrammes 1 and 4 of the programme budget for the biennium 1998–1999, namely, Shelter and social services and Assessment, monitoring and information. The new subprogramme, 2, Sustainable urban development, would generally incorporate subprogrammes 2 and 3 of the programme budget for the biennium 1998–1999, namely, Urban management and Environment and infrastructure, respectively.

13.23 The resources shown for the biennium 1998–1999 for the subprogramme adequate shelter for all are those available to subprogrammes 1 and 4 of the programme budget for 1998–1999, Shelter and social services and Assessment, monitoring and information, respectively, and the resources shown for sustainable urban development for 1998–1999, are those available to subprogrammes 2 and 3 of the programme budget for 1998–1999, urban management and environment and infrastructure, respectively.

Expected accomplishments

13.24 During the biennium 2000–2001, the Centre is expected to accomplish the following: (a) increased global awareness of the fundamental role of security of tenure for the provision of adequate shelter, infrastructure and services in rapidly urbanizing human settlements; (b) increased global awareness of the role and contribution of good urban governance to sustainable social, economic and environmental development; (c) an increased commitment by Governments at the national and local levels, and their partners in civil society, to guide public and private investments for the provision of adequate shelter, basic infrastructure and services; (d) increased commitment and capacity at the level of local authorities for the exercise of good governance in the planning and management of sustainable urban development; and (e) enhanced capacity in the United Nations, Governments at the national and local levels, as well as their partners, to monitor and assess urban conditions and trends, in the context of implementing the Habitat Agenda.

Subprogramme	*Regular budget*	*Extra-budgetary*
	(percentage)	
1. Adequate shelter for all	51.2	48.8
2. Sustainable urban development	48.8	51.2
Total	**100.0**	**100.0**

Subprogramme 1
Adequate shelter for all

Table 13.9 **Summary of requirements by object of expenditure**[a]

(Thousands of United States dollars)

(1) *Regular budget*

Object of expenditure	*1996–1997 expenditures*[b]	*1998–1999 appropriations*	*Resource growth*		*Total before recosting*	*Recosting*	*2000–2001 estimates*
			Amount	*Percentage*			
Posts	–	4 236.3	204.3	4.8	4 440.6	491.6	4 932.2
Other staff costs	–	164.1	(164.1)	(100.0)	–	–	–
Consultants and experts	–	156.9	44.3	28.2	201.2	31.4	232.6
Travel	–	42.4	–	–	42.4	2.1	44.5
Contractual services	–	80.8	(40.5)	(50.1)	40.3	7.6	47.9
General operating expenses	–	68.3	(26.0)	(38.0)	42.3	8.0	50.3
Supplies and materials	–	–	29.7	–	29.7	5.6	35.3
Furniture and equipment	–	–	67.8	–	67.8	12.7	80.5
Total	**–**	**4 748.8**	**115.5**	**2.4**	**4 864.3**	**559.0**	**5 423.3**

(2) *Extrabudgetary resources*

1996-1997 expenditures	*1998-1999 estimates*	*Source of funds*	*2000-2001 estimates*
		(a) Services in support of:	
		(i) United Nations organizations	
		(ii) Extrabudgetary activities	
		(b) Substantive activities	
		United Nations Habitat and Human	
–	1 171.3	Settlements Foundation	1 756.0
		United Nations Centre for Human	
–	2 720.0	Settlements (Habitat)	2 714.2
		(c) Operational projects	
		United Nations Habitat and Human	
–	8 055.0	Settlements Foundation	7 000.0
		UNDP and other sources	
–	44 000.0	Other sources	30 000.0
Total (1)	**55 946.3**		**41 470.2**
Total (1) and (2)	**60 695.1**		**46 893.5**

[a] Incorporating Assessment, monitoring and information.

[b] Distribution is not available, due to subsequent restructuring.

Table 13.10 **Post requirements**[a]

Programme: Adequate shelter for all

	Established posts		*Temporary posts*					
	Regular budget		*Regular budget*		*Extrabudgetary resources*		*Total*	
	1998-1999	*2000-2001*	*1998-1999*	*2000-2001*	*1998-1999*	*2000-2001*	*1998-1999*	*2000-2001*
Professional category and above								
D-2	–	1	–	–	–	–	–	1
D-1	2	2	–	–	3	2	5	4
P-5	2	2	–	–	10	8	12	10
P-4/3	11	11	–	–	14	10	25	21
P-2/1	3	3	–	–	6	5	9	8
Total	**18**	**19**	**–**	**–**	**33**	**25**	**51**	**44**
Other categories								
Local level	9	8	–	–	36	13	45	21
Total	**9**	**8**	**–**	**–**	**36**	**13**	**45**	**21**
Grand total	**27**	**27**	**–**	**–**	**69**	**38**	**96**	**65**

[a] Incorporating Assessment, monitoring and information.

13.25 Globally, more than one billion people in poor urban and rural settlements remain deprived of adequate shelter and social services. Through the Habitat Agenda, Governments reaffirmed their commitment to the full and progressive realization of the right to adequate housing and to the goal of improving living and working conditions on an equitable and sustainable basis, recognizing their obligations to protect and improve dwellings and neighbourhoods. Despite those commitments, however, there has not been a marked improvement for the poor in respect of shelter, services and social inclusion. On behalf of the United Nations, the Centre will lead its partners in a global campaign for secure tenure as one of the fundamental requirements for a process designed to lead to the progressive social integration of the urban poor and the realization of their right to housing.

13.26 In supporting the campaign, the Centre will develop a range of mechanisms, both normative and operational, that will assist the physical and social consolidation of the benefits of tenure. The first and most directly related cluster of policies, skills and activities will focus on the need and benefit for formal and efficient land markets. This will include policy instruments to facilitate security of tenure, including legislative guidelines and the more technical aspects, such as the cadastration of urban land, the registration of titles and systems of record-keeping. The second cluster will focus on improving shelter conditions by strengthening the capacity of local authorities to work with community-based organizations, mobilizing housing finance and micro-credit and technical issues, such as building materials and methods, especially those that promote energy efficiency. The third cluster, which has the most direct linkages to the second subprogramme, will deal with access to infrastructure and urban services, with a particular emphasis on the provision of potable water.

13.27 Within the framework of the campaign, the building of strategic and operational partnerships between different levels of government, the private sector, non-governmental and community-based organizations will be emphasized. The Centre will provide its partners with targeted and catalytic support, in order to assist with the formulation and application of enabling and gender-aware policies to improve security of tenure and access by the urban poor to affordable shelter, infrastructure and services. A particular challenge and focus will be on the need to scale up, through capacity-building, institutional development and strategic partnerships with local authorities, the private and community sectors, the wide range of useful but localized experiences and best practices which have been made in many countries in upgrading of urban slum and squatter settlements. The review, with an explicit gender perspective, of existing legislative and administrative frameworks in the context of urban policy reforms, will be required to support the partnership process towards the provision of land, shelter, infrastructure and services at the level of poor urban and rural settlements. The subprogramme will have a built-in process of internal evaluation.

13.28 In the context of the Centre's mandate to assess progress made in implementing the Habitat Agenda and in servicing the preparatory process of the special session of the General Assembly in 2001, the Centre will also monitor shelter trends and conditions at the global and national levels. For this purpose, the importance and effectiveness of the Centre's monitoring and assessment capacity will be consolidated and strengthened. The collection, analysis and dissemination of emergent trends and conditions, indicators, statistics, best practices and benchmarks related to security of tenure will be systematically used as inputs for policy options and priorities for capacity-building.

Outputs

13.29 During the biennium 2000–2001, the following outputs will be delivered:

(a) *Servicing of intergovernmental/expert bodies (RB/XB)*

(i) Parliamentary documentation. (a) Reports to the Commission on Human Settlements at its eighteenth session: (i) report on the special theme "Security of tenure", (ii) evaluation report on the performance of the subprog amme; (b) report to the special session of the General Assembly (Istanbul +5) on monitoring and assessment of implementing the Habitat Agenda under the theme Adequate shelter for all;

(ii) Ad hoc expert group meetings. (a) An expert group meeting on a global campaign for security of tenure; (b) an expert group meeting on policy and good practice for security of tenure;

(b) *Other substantive activities (RB/XB)*

(i) Recurrent publications. Third *Global Report on Human Settlements: Housing and Homelessness*; four issues of *Habitat Debate*;

(ii) Non-recurrent publications. Policy catalogue and case book of good practices on security of tenure; Guidelines on land information systems at the city level for use by local authorities; Guidelines and capacity-building manuals on operational partnerships to improve housing, infrastructure and services in low-income settlements;

(iii) Press releases. Press releases on security of tenure; World Water Day and World Habitat Day;

(iv) Technical material. Updated and expanded databases on housing indicators, best practices and good policies on shelter, land and infrastructure;

(v) Other activities. Agreements with local authorities and partner organizations on facilitating security of tenure; agreements with local authorities and partner organizations on putting security of tenure and housing rights legislation into practice; sets of modular media and information kits on security of tenure; global networking and information-sharing facilities for regional, national and local urban observatories to analyse shelter, land and infrastructure conditions and trends;

(c) *Technical cooperation (XB)*

Advisory services. Advisory missions on security of tenure, housing, infrastructure and services (at the request of Governments); a series of capacity-building activities with local authorities (workshops and seminars); city consultations on security of tenure; eight field projects to improve security of tenure and access to shelter, infrastructure and services in low-income settlements.

Resource requirements (at current rates)

Posts

13.30 An estimated amount of $4,440,600, reflecting an increase of $204,300, would provide for the posts shown in table 13.10 above. The increase is a net result of the following redeployments: (a) one Local level post to be redeployed from this subprogramme to subprogramme 2, Sustainable urban development; (b) one D-2 post to be redeployed inwards from executive direction and management to this subprogramme. As a result, both subprogrammes would be headed at the D-2 level. The redeployments are proposed within the process of restructuring of the programme.

Other staff costs

13.31 It is proposed that an amount of $164,100 be redeployed to executive direction and management, as indicated in paragraph 13.16 above.

Consultants and experts

13.32 An amount of $201, 200, reflecting an increase of $44,300 is requested as follows:

(a) An amount of $154,300, reflecting an increase of $44,300 would cover specialized consultancy services not available in the Centre for the preparation of the following outputs: report on security and tenure; guidelines on land information systems at the city level and on operational partnerships to improve housing infrastructure and services; third *Global Report on Human Settlements: Housing and Homelessness*; agreements with local authorities and partner organizations on facilitating security of tenure and on putting security of tenure and housing rights legislation into practice; report on best practices and good policies on shelter, and infrastructure update and expansion of databases on housing

indicators. An increase of $44,300 is due to redeployment of these resources from executive direction and management to the programme of work;

(b) The amount of $46,900, at the maintenance level, would be required to organize two expert group meetings on global campaign for security of tenure and on policy and good practice for security of tenure.

Travel

13.33 The amount of $42,400, at the maintenance level, would be required for the attendance at meetings organized by United Nations organizations/agencies, governmental authorities, intergovernmental organizations, scientific institutions, non-governmental organizations and other partners.

Contractual services

13.34 The amount of $40,300, reflecting a decrease of $40,500, would be required for the printing of four issues of *Habitat Debate* ($19,000), Guidelines and capacity-building manuals on operational partnerships to improve housing, infrastructure and services in low-income settlements ($8,700), third *Global Report on Human Settlements: Housing and Homelessness* ($12,600). An amount of $40,500 would be transferred to subprogramme 2, Sustainable urban development. During the biennium 1998–1999, an amount of $80,800 was available under subprogramme 4, Assessment, monitoring and information. It is now proposed that it be distributed between the two new subprogrammes.

General operating expenses

13.35 An amount of $42,300, reflecting a decrease of $26,000, would be required for communication requirements. An amount of $26,000 would be redeployed as follows: $19,600 from this subprogramme to subprogramme 2 and $6,400 to executive direction and management. Following the redeployment, each subprogramme would have $42,300 for general operating expenses during the biennium 2000–2001.

Supplies and Materials

13.36 An amount of $29,700, shown as an increase, would be required for the costs of stationery and supplies. The increase is due to redeployment of those resources from executive direction and management.

Furniture and equipment

13.37 A provision in the amount of $67,800, shown as growth, is for the replacement of 15 obsolete computers and printers and their maintenance. The increase reflects the proposed transfer of resources from executive direction and management, referred to in paragraph 13.20 above.

Subprogramme 2
Sustainable urban development

Table 13.11 **Summary of requirements by object of expenditure**[a]

(Thousands of United States dollars)

(1) *Regular budget*

Object of expenditure	*1996-1997 expenditures*[b]	*1998-1999 appropriations*	*Resource growth*		*Total before recosting*	*Recosting*	*2000-2001 estimates*
			Amount	*Percentage*			
Posts	–	3 908.2	(312.7)	(8.0)	3 595.5	397.9	3 993.4
Other staff costs	–	–	252.2	–	252.2	12.3	264.5
Consultants and experts	–	156.4	365.8	233.8	522.2	46.9	569.1
Travel	–	39.5	90.0	227.8	129.5	6.4	135.9
Contractual services	–	–	40.5	–	40.5	7.6	48.1
General operating expenses	–	22.7	19.6	86.3	42.3	8.0	50.3
Supplies and materials	–	–	29.7	–	29.7	5.6	35.3
Furniture and equipment	–	–	54.5	–	54.5	10.3	64.8
Total	**–**	**4 126.8**	**539.6**	**13.0**	**4 666.4**	**495.0**	**5 161.4**

(2) *Extrabudgetary resources*

1996-1997 expenditures	*1998-1999 estimates*	*Source of funds*	*2000-2001 estimates*
		(a) Services in support of:	
–	–	(i) United Nations organizations	–
–	–	(ii) Extrabudgetary activities	–
		(b) Substantive activities	
		United Nations Habitat and Human	
–	1 235.6	Settlements Foundation	2 255.1
		United Nations Centre for Human	
–	2 935.2	Settlements (Habitat)	2 857.1
		(c) Operational projects	
		United Nations Habitat and Human	
–	8 345.0	Settlements Foundation	8 100.0
		UNDP and other sources	
–	46 000.0	Other sources	30 000.0
Total (2)	**58 515.8**		**43 212.2**
Total (1) and (2)	**62 642.6**		**48 373.6**

[a] Incorporating Environment and infrastructure.

[b] Distribution is not available, due to subsequent restructuring.

Table 13.12 **Post requirements**[a]

Programme: Sustainable urban development

	Established posts		Temporary posts					
	Regular budget		Regular budget		Extrabudgetary resources		Total	
	1998 1999	2000 2001	1998 1999	2000 2001	1998 1999	2000 2001	1998 1999	2000 2001
Professional category and above								
D-2	–	–	–	–	–	1	–	1
D-1	1	1	–	–	2	4	3	5
P-5	3	2	–	–	5	7	8	9
P-4/3	11	11	–	–	18	8	29	19
P-2/1	2	1	–	–	9	6	11	7
Total	**17**	**15**	**–**	**–**	**34**	**26**	**51**	**41**
Other categories								
Local level	8	9	–	–	33	13	41	22
Total	**8**	**9**	**–**	**–**	**33**	**13**	**41**	**22**
Grand total	**25**	**24**	**–**	**–**	**67**	**39**	**92**	**63**

[a] Incorporating Environment and infrastructure.

13.38 An increasingly urbanized world implies that sustainable urban development will depend largely on the management capacities of cities, and the active participation of partners within civil society. Many urban centres are characterized by rising poverty, unsustainable environmental practices, and economic and social exclusion of the poor, particularly women. The Habitat Agenda has affirmed that, in the process of urbanization, policies and programmes for the development of human settlements require strong, open and accountable local government institutions working in partnership with all interested parties. Urban governance, which is defined by how well a population, its representatives and agents identify and deal with the major social, economic and environmental issues, is greatly improved when it is characterized by multi-stakeholder strategic planning, participatory management and the promotion of civic values. Good urban governance should result in economic efficiency, increased social equity and gender-aware policies, overall sustainability, and ultimately in improved living conditions. The activities under this subprogramme are oriented towards the Habitat Agenda theme of "Sustainable human settlements development in an urbanizing world".

13.39 Using the global campaign on urban governance as the entry point, the subprogramme will promote good governance in urban development through work clusters which link operational and normative activities at all levels. The work clusters will focus on strategic topics, such as urban management, urban environment, urban safety, and disaster management. Capacity-building will be instrumental for the formation of strategic and specific partnerships at all levels of intervention: community and neighbourhood, city, subnational, national, regional and global. The subprogramme will support city consensus-building processes to establish priorities for socio-economic development and urban investment financing strategies. The subprogramme will also actively promote the initiation of international legal frameworks, policy reforms and enabling legislation which would be required for the promotion of good urban governance. Work under this subprogramme will be carried out through gender advocacy, provision of guidelines and generic tools, strategic catalytic activities, operational projects, networking, awareness-raising and monitoring and evaluation. The subprogramme will have a built-in process of internal evaluation.

13.40 In the context of the Centre's mandate to monitor global trends and conditions and to assess progress in implementing the Habitat Agenda, the subprogramme will further strengthen the importance and effectiveness of the Centre's monitoring and assessment capacity for these purposes, as well as for servicing the preparatory process of the special session of the General Assembly for an overall review and appraisal of the implementation of the Habitat Agenda in 2001. Besides strengthening the Centre's own capacity, activities will include support to partners for the systematic collection, analysis and dissemination of urban indicators, statistics, best practices, good policies and exemplary action plans in support of sustainable urban development. Lessons learned from these activities will constitute inputs for policy options and recommendations and priorities for capacity-building related to sustainable urban development.

13.41 The subprogramme incorporates the activities related to the preparation of the special session of the General Assembly for an overall review and appraisal of the implementation of the Habitat Agenda. The special session to be held in the year 2001 will review progress made at national and local levels and will assess the appropriateness of mechanisms that have been established at national levels to coordinate and support the different activities set up by Governments at the national and local levels in cooperation with partners from civil society. This call for action at the national level was reiterated by the General Assembly in its resolution 51/77. The special session would consider ways through which implementation at national and local levels could be further promoted and supported. Apart from assessing the effectiveness of coordinating, supporting and implementing mechanisms, this should include consideration of experience with disseminating and learning from best practices and capacity-building activities at the local government level. Drawing from lessons learned in implementing Agenda 21 through the setting up of local Agenda 21 initiatives, the special session will also focus its review on implementing the Habitat Agenda through actions at the local level and would make recommendations for future directions.

13.42 A particular focus of the special session will be on assessing the legal, administrative, financial and human resource constraints to carrying out the national plans of action. Based on progress reports from Governments and its own sources of information, the secretariat of the Commission will prepare a global analysis of achievements and constraints to serve as a basis for a review by the special session. This will also allow the special session to formulate a report on lessons learned and to prepare recommendations for future action.

13.43 The preparatory process for the review and appraisal of the implementation of the Habitat Agenda will be carried out at the local, national, regional and global levels. At the local, national and regional levels, the organizational arrangements that were successfully and effectively utilized for the preparations for Habitat II will be refined and adapted to the requirements of the special session, with special emphasis on the inputs and participation of local authorities and other partners from civil society.

Outputs

13.44 During the biennium 2000–2001, the following outputs will be delivered:

(a) *Servicing of intergovernmental/expert bodies (RB/XB)*

(i) Parliamentary documentation. (a) Reports to the Commission on Human Settlements at its eighteenth session: report on special theme "Urban governance" and evaluation report on the performance of the subprogramme; (b) report to the special session of the General Assembly (Istanbul +5): on monitoring and assessment of implementing the Habitat Agenda under the theme "Sustainable urban development"; report entitled Global State of the World Cities — 2001; on the overall progress made in the implementation of the Habitat Agenda; on the contribution of all partners and on actions taken by the United Nations system in the implementation of the Habitat Agenda; on mechanisms for monitoring the implementation of the Agenda, on new and additional resources needed for implementing the Habitat Agenda;

(ii) Ad hoc expert group meetings. (a) Two expert group meetings: on global campaign for good urban governance and on policy and good practice for urban governance; (b) one high-level global meeting and five regional meetings of the Centre's partners to review the progress made in implementing the outcome of Habitat II; Urban environment forum; International forum on urban poverty;

(b) *Other substantive activities (RB/XB)*

(i) Recurrent publications. Four issues of *Habitat Debate*;

(ii) Non-recurrent publications. A policy catalogue and case book on the elements of good urban governance; a report on normative standards and benchmarks for good urban governance; a set of capacity-building manuals on urban governance structures and institutions at local levels; a report on internal self-evaluation; sets of modular media and information kits on urban governance; enabling policy and strategy frameworks on good urban governance; a report entitled *World Charter of Local Self-Government*;

(iii) Press releases. Press releases on urban governance; International Decade for the Eradication of Poverty;

(iv) Technical material. Databases on urban indicators, best practices, good policies and exemplary action on sustainable urban development;

(v) Other substantive activities. Agreements with partner organizations/institutions on improving good governance and on strategies for the reduction of urban crime; regional framework agreements on disaster management and prevention;

(c) *Technical cooperation (XB)*

Advisory missions on sustainable urban development and good governance (at the request of Governments); a series of capacity-building activities with local authorities on sustainable urban development and good governance (workshops and seminars); city consultations on good urban governance; twelve field projects on sustainable urban development; five field projects on reconstruction of human settlements.

Resource requirements (at current rates)

Posts

13.45 An amount of $3,595,500, reflecting a decrease of $312,700, provides for the posts shown in table 13.12 above. The staffing requirements correspond to the resources that were available under subprogrammes 2 and 3 of the programme budget for 1998–1999, with the exception of the following: It is proposed that one P-5 and one P-2 be redeployed from the subprogramme to executive direction and management, and that one Local level post be redeployed to this subprogramme from subprogramme 1, Adequate shelter for all. The redeployments are proposed within the process of the restructuring of the programme.

Other staff costs

13.46 A provision in the amount of $252,200, shown as growth, relates to the provision of general temporary assistance equivalent to 20 work-months of a senior officer at the P-5 level and a Local level staff to be engaged in the preparatory process for the special session of the General Assembly. The senior officer is expected to prepare substantive documents for the preparatory process of the special session and coordinate the preparation of other related inputs and activities, such as organization of global and regional meetings. The Local level staff member will assist the senior officer.

Consultants and experts

13.47 An amount of $522,200, reflecting an increase of $365,800, would be required as follows:

(a) An amount of $154,000, reflecting an increase of $45,800, related to the redeployment of resources for consultancy services from executive direction and management to the programme of work, would be required for specialized consultancy services to prepare the following outputs: report to the Commission on Human Settlements on the special theme "Urban Governance"; *Global State of World Cities, 2001* for the special session of the General Assembly; *World Charter on Local Self Government*; report on enabling policy and strategy frameworks on good urban governance; agreements with partner organizations/institutions on improving good governance and on strategies for the reduction of urban crime; a set of capacity-building manuals on urban governance structures and institutions at the local level;

(b) An estimated amount of $368,200, reflecting an increase of $320,000, would be required for expert group meetings as follows: (i) $48,200, at the maintenance level, relating to the organization of two expert group meetings on the global campaigns on good urban governance and on policy and good practice for urban governance; (ii) $320,000 (reflected as an increase), relating to the organization of preparatory expert meetings for the special session of the General Assembly: one global meeting and five regional meetings of the Centre's partners.

Travel

13.48 An estimated amount of $129,500, reflecting an increase of $90,000, would be required as follows: (a) an estimated amount of $39,500 for participation of staff in the meetings organized by United Nations organizations/agencies, governmental authorities, intergovernmental organizations, scientific institutions, non-governmental organizations, and other partners in the field of sustainable urban development; (b) an amount of $90,000 (shown as growth) for the participation of the staff in the special session of the General Assembly and in other international meetings related to the substantive preparation of the special session.

Contractual services

13.49 An amount of $40,500 (shown as growth) would be required for the printing costs of four issues of *Habitat Debate* ($19,000), *Global State of the World Cities, 2001* ($8,500), *World Charter on Local Self Governments* ($8,500); and regional framework agreements on disaster management and prevention ($4,500). The growth is due to the redeployment of resources from subprogramme 4 of the programme budget for 1998–1999, following the restructuring of the programme.

General operating expenses

13.50 A provision in the amount of $42,300, reflecting an increase of $19,600, is required for communication costs. An increase is due to the redeployment of resources, as explained in paragraph 13.35.

Supplies and materials

13.51 A provision in the amount of $29,700, shown as a growth, is required for stationery and supplies. The resources would be redeployed from executive direction and management.

Furniture and equipment

13.52 An estimated amount of $54,500, shown as a growth, reflects the redeployment of $35,200 from the executive direction and management programme and a net growth of $19,300. The provision would be required for the replacement of 12 obsolete computers and printers.

Table 13.13 **Summary of follow-up action taken to implement relevant recommendations of the internal and external oversight bodies and the Advisory Committee on Administrative and Budgetary Questions**

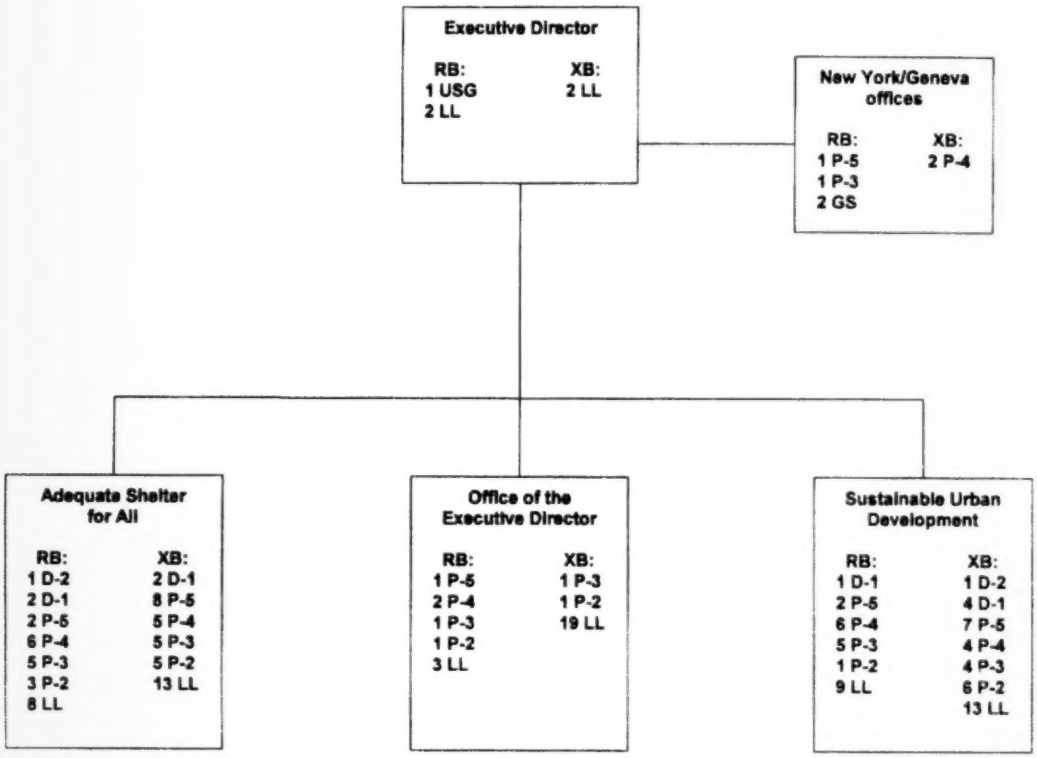
Brief description of the recommendation	*Action taken to implement the recommendation*
Advisory Committee on Administrative and Budgetary Questions (A/52/7, chap. II, part IV)	
From the information provided to the Advisory Committee, it is not clear the extent to which the Commission on Human Settlements reviewed the programme of work of the Centre in terms of prospects for its full implementation. In this connection, the Committee invites the Commission to review and assess, in the light of the critical financial situation of the Centre and of the United Nations Habitat and Human Settlements Foundation, the Centre's planned programme activities and outputs, in particular the recurrent and non-recurrent publications, with a view to determining which ones need to be dispensed with or postponed (para. IV.59).	At a joint meeting of the working groups on finance and administration and on the work programme, held in June 1998, the Committee of Permanent Representatives was informed about the status of implementation of the Centre's 1998–1999 work programme, and specifically about how it was affected by the shortfall of funds from the United Nations Habitat and Human Settlements Foundation. The management of the Centre explained that the work programme was under review in order to apply cost-saving measures to the extent possible, while limiting the likely impact on activities and outputs which were considered priorities by the Commission. The measures taken in this regard include: (a) shifting some of the costs to programmes funded by earmarked sources; (b) reducing the number of advisory sessions, consultations with partners and workshops; (c) more targeted use of the regular budget funds; (d) reducing printing and dissemination costs by wider use of the Internet for the technical publications; (e) postponing or combining some outputs. Through such measures, it was possible to reduce further the programme support costs funded from the Foundation's non-earmarked resources, without affecting high-priority activities in subprogrammes 1, 2 and 3. However, the most serious cost implications for the Foundation are still in subprogramme 4, connecting the activities of the Global Urban Observatory, public information activities and the Centre's work on statistics.

Brief description of the recommendation	*Action taken to implement the recommendation*
Report of the Office of Internal Oversight Services (A/51/884)	
The Centre is currently reviewing its programme to address the post-Habitat II requirements. The new programme should be more focused, better integrated and reflect the strong linkages between research and technical cooperation. It should also integrate the functions of the field offices within the overall programmatic structure (SP-96-002-1) (para. 51).	During 1998, the Centre went through a significant process of assessment and revitalization, in response to observations contained in the report of the Office of Internal Oversight Services and in the four-nation assessment report. As part of this process, a strategic vision for a revitalized Habitat was formulated in November 1998, which is the basis for the new work programme for the biennium 2000–2001. In response to the request for better focus and integration, the new work programme consists of only two subprogrammes, which are fully in line with the two themes of the Habitat Agenda. The work programme will be carried out through complementary and interdependent priorities on normative (research) and technical cooperation activities. The work of the field offices will be an integral part of the two subprogrammes.
The secretariat of the Centre should be reorganized along the programmatic lines decided upon. Any reorganization should be more aligned to the programme structure and its organizational elements mutually supportive of each other. It should also take into account the constraints imposed by the scarcity of resources, and avoid the fragmentation of those resources over small units (SP-96-002-2) (para. 52).	The secretariat of the Centre is now being reorganized based on the strategic vision for a revitalized Habitat and the work programme for the biennium 2000–2001.
The functions of the various organizational elements, as well as the lines of authority and linkages between them, should be clearly articulated in a document that should be made available to all staff (SP-96-002-3) (para. 53).	The recommendation will be implemented immediately after the new structure of the Centre is in place.
The strengthening of regional activities should be part of a well-articulated policy strategy and should adhere to the criteria set by the Commission on Human Settlements at its fifteenth session in resolution 15/7 (SP-96-002-4) (para. 54).	As mentioned earlier (SP-96-002-1), the activities of the field offices are now an integral part of the work programme for the biennium 2000–2001, and are in line with the directives of the Commission on Human Settlements.
Authorities delegated to senior officials and heads of divisions should be documented and their responsibility and accountability spelt out in a clear manner (SP-96-002-5) (para. 55).	This recommendation is being implemented in conjunction with recommendations SP-96-002-2 and SP-96-002-3.

Brief description of the recommendation	*Action taken to implement the recommendation*
There is a need for a mechanism to monitor organizational performance and evaluate it and to report thereon directly to the Head of the Centre. This mechanism should be provided with the authority and capacity to evaluate the efficiency, effectiveness and impact of the Centre's technical analysis and research, as well as its technical cooperation activities and their effectiveness in achieving the organization's goals (SP-96-002-6) (para. 56).	Implemented. The oversight system includes a self-evaluation exercise and was completed during the biennium 1996–1997.
The Centre should separate the project appraisal function from the monitoring and evaluation function (SP-96-002-7) (para. 57).	Implemented. The project appraisal functions were separated from monitoring and evaluation functions. A Project Review Committee was established and is functioning effectively.
Report of the Board of Auditors (A/53/5/Add. 8, chap. II)	
The Board recommends that the Administration prepare the financial statements in conformity with the United Nations System Accounting Standards (para. 16).	The recommendation was noted and the Centre will discuss it further with the United Nations Office at Nairobi and the Management and Accounts Division at United Nations Headquarters, for incorporation in the 1998 interim statements, as appropriate.
The Board recommends that the Administration ensure full compliance with the administrative instructions (para. 18).	The recommendation was accepted and will be incorporated in the 1998 interim statements.
The Board recommends that the Administration review the need for maintaining an operating reserve in accordance with administrative instructions (para. 20).	The recommendation was accepted and will be incorporated in the 1998 interim statements.
The Board recommends that the Administration review the basis of its fund-raising strategy, with the aim of increasing the quantum of contributions, especially those that are not earmarked (para. 28).	Additional efforts are being made to increase non-earmarked contributions.
The Board considers that delays in the execution of projects defeat the objectives of the projects substantially. The Board recommends that the Administration analyse the reasons for substantial time overruns in projects and take corrective measures (para. 36).	Reasons for time overruns are analysed on a case-by-case basis. Unit coordinators and programme management officers have been instructed to document the reasons properly and to take corrective measures to minimize delays in project execution.

Brief description of the recommendation	*Action taken to implement the recommendation*
The Board recommends that the Administration set a time-frame for closing projects financially soon after their operational closure (para. 38).	Programme management officers have been instructed to reduce the time lag between operational closure and financial closure of projects which, in principle, should not exceed two years.
The Board recommends that, in order to enable proper monitoring of projects, all relevant records pertaining to projects relating to field offices be available at the headquarters of the Centre (para. 39).	Important documents and basic records on projects implemented by the Rio de Janeiro and Fukuoka Offices are now available at headquarters.
The Board recommends that the Administration ensure that full documentation is maintained in the relevant project files and enhance the information in the statement of closed projects to show full details of project out turn and delivery as a means of evaluating performances (para. 41).	Unit coordinators have been instructed to maintain full documentation in relevant project files and to be proactive in project evaluation.
The Board recommends that the Administration take an early decision on a sales policy for the organization (para. 47).	The Publications and Information Board has taken a decision on the Centre's sales policy.
The Board recommends that steps be taken to generate information about actual costs of production and other expenses in order to control costs and help in the pricing of publications (para. 49).	All production and printing is done by the United Nations Office at Nairobi printshop, which is the lowest bidder on contracts.
The Board recommends that contracts be finalized with transparency in accordance with the financial rules and that the requisite approvals be obtained before the contracts are awarded (para. 53).	All contracts are handled by the United Nations Office at Nairobi on behalf of the Centre.

United Nations Centre for Human Settlements
Proposed organizational structure and post distribution for the biennium 2000-2001



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Proposed programme budget for the biennium 2000–2001*

Part IV
International cooperation for development

Section 14
Crime prevention and criminal justice

(Programme 12 of the medium-term plan for the period 1998–2001)

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* The present document contains section 14 of the proposed programme budget for the biennium 2000–2001. The complete proposed programme budget will subsequently be issued in final printed form as *Official Records of the General Assembly, Fifty-fourth Session, Supplement No. 6* (A/54/6/Rev.1).

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Section 14
Crime prevention and criminal justice

(Programme 12 of the medium-term plan for the period 1998–2001)

Overview

14.1 The United Nations Centre for International Crime Prevention is responsible for the implementation of the programme of work described below. The Centre is guided by the Commission on Crime Prevention and Criminal Justice, which is a functional body of the Economic and Social Council and is the principal policy-making body of the United Nations in crime prevention and criminal justice. The official responsible for managing the programme is the Executive Director of the United Nations Office for Drug Control and Crime Prevention.

14.2 The activities for which the Centre is responsible fall within the framework of programme 12, Crime prevention and criminal justice, of the medium-term plan for the period 1998–2001, as revised (A/53/6/Rev.1). The programme was designated a priority area of work by the General Assembly in its resolutions 51/219 of 18 December 1996 and 53/207 of 18 December 1998 on programme planning.

14.3 The overall objectives of the programme are: (a) to promote international cooperation and the fundamental principles of the rule of law; (b) to improve the capacity of States in preventing crime, in particular organized crime, corruption, trafficking in human beings and terrorism; (c) to provide effective substantive support to the Commission on Crime Prevention and Criminal Justice, the Tenth United Nations Congress on the Prevention of Crime and the Treatment of Offenders and the Ad Hoc Committee on the Elaboration of a Convention against Transnational Organized Crime; (d) to mobilize increased resources to provide technical cooperation; and (e) to ensure improved coordination within the United Nations system and with other relevant international organizations.

14.4 It is expected that the convention against transnational organized crime will be finalized in 2000. Through the convention, Member States will commit themselves to developing effective national legislation addressing criminal organizations and their activities. Additional instruments that may also be finalized will address the illicit manufacture of and trafficking in firearms, the illegal transport and trafficking in migrants, including by sea, and trafficking in women and children. The Centre is also expected to support the elaboration of an additional protocol on computer-related crime to the convention against transnational organized crime and an international convention against corruption and bribery, in which substantial progress is expected to be made by 2001.

14.5 The Centre aims to enhance the capacity of Governments to reform legislation and strengthen their criminal justice systems, to establish institutions and mechanisms for the detection, investigation, prosecution and adjudication of various types of crime and to upgrade the skills of crime prevention and criminal justice personnel.

14.6 The Centre provides substantive servicing to the Commission on Crime Prevention and Criminal Justice. Furthermore, the Centre will serve the Tenth United Nations Congress on the Prevention of Crime and the Treatment of Offenders, to be convened in 2000 in Vienna. This meeting will assemble high-level government officials, non-governmental organizations, experts and journalists to discuss the theme "Crime and justice: meeting the challenges of the twenty-first century".

14.7 The resources proposed under this section for the biennium 2000–2001 reflect an increase of 11.1 per cent, or $599,000, over current resources. Of that amount, $236,100 would be for non-recurrent requirements for the Tenth Congress, and $362,900 would be for strengthening the operational activities of the Centre, in particular through the establishment of one new P-4 post.

14.8 It is estimated that during the biennium, extrabudgetary resources of $4,128,300 from the United Nations Crime Prevention and Criminal Justice Fund would provide for technical cooperation activities to

supplement those implemented by two interregional advisers provided for under section 21, Regular programme of technical cooperation. These activities complement those funded by the regular budget, such as collection of data and information, publication of technical materials, elaboration of training manuals and design/development of technical cooperation projects. Extrabudgetary funds will also be used for technical cooperation activities in the field, such as provision of advisory services for the development of national capacities in crime prevention and criminal justice, including law reform and the improvement of criminal justice systems, as well as the organization of workshops and seminars through the implementation of field projects.

14.9 The estimated percentage distribution of resources under this section would be as follows:

	Regular budget	*Extra-budgetary*
	(percentage)	
A Policy-making organs	5.6	–
B Programme of work	94.4	100.0
Total	**100.0**	**100.0**

Table 14.1 **Summary of requirements by component**

(Thousands of United States dollars)

(1) *Regular budget*

Object of expenditure	*1996-1997 expenditures*	*1998-1999 appropriations*	*Resource growth*		*Total before recosting*	*Recosting*	*2000-2001 estimates*
			Amount	*Percentage*			
A Policy-making organs	107.0	297.6	236.1	79.3	533.7	21.5	555.2
B Programme of work	4 390.3	5 059.7	362.9	7.1	5 422.6	197.8	5 620.4
Total	**4 497.3**	**5 357.3**	**599.0**	**11.1**	**5 956.3**	**219.3**	**6 175.6**

(2) *Extrabudgetary resources*

1996-1997 expenditures	*1998-1999 estimates*	*Source of funds*	*2000-2001 estimates*
		(a) Services in support of:	
–	–	(i) United Nations organizations	–
–	–	(ii) Extrabudgetary activities	–
		(b) Substantive activities	
553.2	1 138.3	United Nations Crime Prevention and Criminal Justice Fund	1 283.4
		(c) Operational projects	
508.1	2 342.9	United Nations Crime Prevention and Criminal Justice Fund	2 844.9
Total	**1 061.3**	**3 481.2**	**4 128.3**
Total (1) and (2)	**5 558.6**	**8 838.5**	**10 303.9**

Table 14.2 **Summary of requirements by object of expenditure**

(Thousands of United States dollars)

(1) *Regular budget*

Object of expenditure	*1996-1997 expenditures*	*1998-1999 appropriations*	*Resource growth*		*Total before recosting*	*Recosting*	*2000-2001 estimates*
			Amount	*Percentage*			
Posts	3 492.5	4 466.2	213.8	4.7	4 680.0	173.8	4 853.8
Other staff costs	262.9	315.5	45.6	14.4	361.1	11.0	372.1
Consultants and experts	515.5	188.5	152.5	80.9	341.0	10.3	351.3
Travel	165.0	239.9	133.1	55.4	373.0	18.2	391.2
Contractual services	43.7	57.4	20.3	35.3	77.7	2.4	80.1
General operating expenses	–	16.4	30.7	187.1	47.1	1.4	48.5
Hospitality	–	2.8	4.9	175.0	7.7	0.2	7.9
Furniture and equipment	17.7	70.6	(1.9)	(2.6)	68.7	2.0	70.7
Total	**4 497.3**	**5 357.3**	**599.0**	**11.1**	**5 956.3**	**219.3**	**6 175.6**

(2) *Extrabudgetary resources*

1996-1997 expenditures	*1998-1999 estimates*	*Object of expenditure*	*2000-2001 estimates*
82.3	811.7	Posts	811.7
88.5	476.8	Other staff costs	476.8
238.6	213.9	Consultants and experts	320.9
89.5	207.6	Travel	311.4
41.5	127.6	Contractual services	191.4
0.7	62.7	General operating expenses	94.1
–	4.0	Supplies and materials	6.0
12.1	78.9	Furniture and equipment	118.4
508.1	1 498.0	Grants and contributions	1 797.6
1 061.3	**3 481.2**		**4 128.3**
5 558.6	**8 838.5**		**10 303.9**

Table 14.3 **Post requirements**

Programme: Crime prevention and criminal justice

	Established posts		*Temporary posts*					
	Regular budget		*Regular budget*		*Extrabudgetary resources*		*Total*	
	1998 1999	*2000 2001*	*1998 1999*	*2000 2001*	*1998 1999*	*2000 2001*	*1998 1999*	*2000 2001*
Professional category and above								
D-2	1	1	–	–	–	–	1	1
D-1	1	1	–	–	–	–	1	1
P-5	4	4	–	–	4[a]	1	8	5
P-4/3	11	12	–	–	5	5	16	17
P-2/1	1	1	–	–	7	7	8	8
Total	**18**	**19**	**–**	**–**	**16**	**13**	**34**	**32**
General Service category								
Principal level	1	1	–	–	–	–	1	1
Other levels	4	4	–	–	–	–	4	4
Total	**5**	**5**	**–**	**–**	**–**	**–**	**5**	**5**
Grand total	**23**	**24**	**–**	**–**	**16[a]**	**13**	**39**	**37**

[a] Includes three staff on non-reimbursable loan.

A. Policy-making organs

Table 14.4 **Summary of requirements by programme**

(Thousands of United States dollars)

Programme	*1996 1997 expenditures*	*1998 1999 appropriations*	*Resource growth*		*Total before recosting*	*Recosting*	*2000 2001 estimates*
			Amount	*Percentage*			
Commission on Crime Prevention and Criminal Justice	107.0	132.4	–	–	132.4	6.5	138.9
Tenth United Nations Congress on the Prevention of Crime and the Treatment of Offenders	–	165.2	236.1	142.9	401.3	15.0	416.3
Total	**107.0**	**297.6**	**236.1**	**79.3**	**533.7**	**21.5**	**555.2**

Table 14.5 **Summary of requirements by object of expenditure**

(Thousands of United States dollars)

Object of expenditure	1996–1997 expenditures	1998–1999 appropriations	Resource growth		Total before recosting	Recosting	2000–2001 estimates
			Amount	Percentage			
Other staff costs	–	89.8	13.6	15.1	103.4	3.1	106.5
Consultants and experts	–	40.5	90.1	222.4	130.6	3.9	134.5
Travel	107.0	164.5	127.5	77.5	292.0	14.3	306.3
Hospitality	–	2.8	4.9	175.0	7.7	0.2	7.9
Total	**107.0**	**297.6**	**236.1**	**79.3**	**533.7**	**21.5**	**555.2**

Commission on Crime Prevention and Criminal Justice

14.10 The Commission on Crime Prevention and Criminal Justice is a functional body of the Economic and Social Council. It is the principal policy-making body of the United Nations in crime prevention and criminal justice and has a membership of 40 Member States. In accordance with the annex to General Assembly resolution 46/152 of 18 December 1991, the Commission has been entrusted with the functions of preparatory body for the United Nations congresses on the prevention of crime and the treatment of offenders. The Commission has also been mandated, by General Assembly resolution 51/120 of 12 December 1996, to carry out work related to the elaboration of a framework convention against organized transnational crime.

14.11 The Commission holds annual sessions in Vienna for eight working days. During each session, the Commission establishes in-session working groups to consider in detail specific agenda items. In addition, by its resolution 5/3, entitled "Strategic management by the Commission on Crime Prevention and Criminal Justice of the United Nations Crime Prevention and Criminal Justice Programme", the Commission requested its Bureau to meet during the periods between sessions and to submit a report on its inter-sessional work. Furthermore, it decided that the Bureau should endeavour to hold inter-sessional meetings with the Bureau of the Commission on Narcotic Drugs in order to improve the coordination of work of the two commissions. It also decided to establish an informal consultative group on resource mobilization, which is to meet between sessions and report annually on activities undertaken and results achieved. Further, the Commission established an informal working group to undertake a regular review of the programme mandates and resources and to report to the Commission thereon.

Tenth United Nations Congress on the Prevention of Crime and the Treatment of Offenders

14.12 The quinquennial congresses are a parallel activity undertaken by the United Nations Centre for International Crime Prevention. The Tenth Congress will be held in 2000 in Vienna. The preparatory work was already initiated by the Centre during the biennium 1998–1999. The Centre will be responsible for the organization and servicing of the Congress. This meeting will assemble high-level government officials, non-governmental organizations, experts and journalists to discuss the theme "Crime and justice: meeting the challenges of the twenty-first century". The Congress will adopt a declaration setting out viable, action-oriented measures to address the following topics: promoting the rule of law and strengthening the criminal justice system; international cooperation in combating transnational crime: new challenges in the twenty-first century; effective crime prevention: keeping pace with new developments; and offenders and victims: accountability and fairness in the justice process.

Resource requirements (at current rates)

Other staff costs

14.13 The estimated requirements of $103,400, representing six work-months of one Professional at the P-4 level and two General Service staff members, would provide for assistance in the management of the preparation and holding of the Tenth Congress, in particular as regards liaison with the host Government on organizational matters, liaison and coordination with other United Nations offices and specialized agencies and with other intergovernmental and non-governmental organizations, backstopping of other preparatory activities, servicing of the Congress and preparation of relevant parts of its final report.

Consultants and experts

14.14 A provision of $130,600 would be required for consultants to provide expertise in the four substantive topics to be addressed by the Tenth Congress, thus supplementing the expertise available within the Secretariat. Two consultants are expected to prepare technical research papers on specific aspects of the topics of the Congress, as recommended by the Commission. Five consultants will work as resource persons at four practically oriented technical workshops during the Congress on combating corruption, crimes related to the computer network, community involvement in crime prevention, and women in the criminal justice system.

Travel

14.15 A provision of $292,000 would be required to cover the travel costs of one delegate for each State member of the Commission to attend its annual session ($132,400) and travel of one representative from each of the 48 least developed countries to attend the Tenth Congress ($159,600), in accordance with paragraph 15 of General Assembly resolution 52/91 of 12 December 1997.

Hospitality

14.16 A provision of $7,700 would be required for hospitality in the context of the Tenth Congress.

B. Programme of work

14.17 The main activities to be carried out during the biennium 2000–2001 will include:

(a) Consultations and negotiations regarding the finalization of the convention against transnational organized crime and the elaboration of five additional international instruments dealing with the illicit manufacture of and trafficking in firearms, the illegal transport of and trafficking in migrants, including by sea, trafficking in women and children, corruption and bribery and computer-related crime;

(b) Upon the request of Member States, provision of advisory services and technical assistance designed to meet their most pressing needs;

(c) Monitoring of the use and application of existing United Nations standards and norms in crime prevention and criminal justice and promotion of reliance on the United Nations model treaties on international cooperation in criminal matters;

(d) The collection and analysis of data and information on crime trends and criminal justice operations;

(e) Substantive servicing of the relevant intergovernmental bodies.

14.18 The focus will be, in particular, on issues such as transnational organized crime, terrorism and economic crime, with particular emphasis on corruption, which are all of primary concern to the international community.

14.19 As a result of the implementation of its resolution 6/1 on strategic management, the number of reports to be submitted to the Commission will be reduced from 35 to 15.

Table 14.6 **Summary by object of expenditure**

(Thousands of United States dollars)

(1) *Regular budget*

Object of expenditure	*1996-1997 expenditures*	*1998-1999 appropriations*	*Resource growth*		*Total before recosting*	*Recosting*	*2000-2001 estimates*
			Amount	*Percentage*			
Posts	3 492.5	4 466.2	213.8	4.7	4 680.0	173.8	4 853.8
Other staff costs	262.9	225.7	32.0	14.1	257.7	7.9	265.6
Consultants and experts	515.5	148.0	62.4	42.1	210.4	6.4	216.8
Travel	58.0	75.4	5.6	7.4	81.0	3.9	84.9
Contractual services	43.7	57.4	20.3	35.3	77.7	2.4	80.1
General operating expenses	–	16.4	30.7	187.1	47.1	1.4	48.5
Furniture and equipment	17.7	70.6	(1.9)	(2.6)	68.7	2.0	70.7
Total	**4 390.3**	**5 059.7**	362.9	7.1	**5 422.6**	**197.8**	**5 620.4**

(2) *Extrabudgetary resources*

1996-1997 expenditures	*1998-1999 estimates*	*Source of funds*	*2000-2001 estimates*
		(a) Services in support of:	
–	–	(i) United Nations organizations	–
–	–	(ii) Extrabudgetary activities	–
		(b) Substantive activities	
553.2	1 138.3	United Nations Crime Prevention and Criminal Justice Fund	1 283.4
		(c) Operational projects	
508.1	2 342.9	United Nations Crime Prevention and Criminal Justice Fund	2 844.9
1 061.3	**3 481.2**	**Total**	**4 128.3**
5 451.6	**8 540.9**	**Total (1) and (2)**	**9 748.7**

Table 14.7 **Post requirements**

Programme: Crime prevention and criminal justice

	Established posts		*Temporary posts*					
	Regular budget		*Regular budget*		*Extrabudgetary resources*		*Total*	
	1998 1999	*2000 2001*	*1998 1999*	*2000 2001*	*1998 1999*	*2000 2001*	*1998 1999*	*2000 2001*
Professional category and above								
D-2	1	1	–	–	–	–	1	1
D-1	1	1	–	–	–	–	1	1
P-5	4	4	–	–	4[a]	1	8	5
P-4/3	11	12	–	–	5	5	16	17
P-2/1	1	1	–	–	7	7	8	8
Total	**18**	**19**	**–**	**–**	**16**	**13**	**34**	**32**
General Service category								
Principal level	1	1	–	–	–	–	1	1
Other levels	4	4	–	–	–	–	4	4
Total	**5**	**5**	**–**	**–**	**–**	**–**	**5**	**5**
Grand total	**23**	**24**	**–**	**–**	**16[a]**	**13**	**39**	**37**

[a] Includes three staff on non-reimbursable loan.

Expected accomplishments

14.20 The United Nations Centre for International Crime Prevention expects to accomplish the following by the end of the biennium 2000–2001:

(a) Finalization of the convention against transnational organized crime and elaboration of three additional international legal instruments, on the illicit manufacture of and trafficking in firearms, the illegal transport of and trafficking in migrants, including by sea, and trafficking in women and children;

(b) Initiation of the elaboration of an additional protocol on computer-related crime to the convention against transnational organized crime and of an international convention against corruption and bribery;

(c) Expanded use and application by Member States of the United Nations standards and norms in crime prevention and criminal justice and of the model United Nations treaties on international cooperation in criminal matters;

(d) Increased adherence to and implementation by Member States of the existing international conventions on terrorism;

(e) Increase in the capacity of Member States to develop or upgrade their legislation, policies and strategies as well as the skills of their criminal justice personnel to prevent, detect and prosecute various forms of transnational crime;

(f) More effective international cooperation to prevent and control various forms of transnational crime and enhanced cooperation with other United Nations bodies and entities as well as other intergovernmental and non-governmental organizations;

(g) Provision of valid and reliable data and information, including statistical data, findings and results of action-oriented research and high-quality analysis and updated information on structures and

activities of major and emerging transnational organized criminal groups, on illicit markets and on trends and patterns in the trafficking of human beings and corruption;

(h) The timely discharge of reporting obligations to the Commission on Crime Prevention and Criminal Justice, the Economic and Social Council and the General Assembly.

Outputs

14.21 During the biennium 2000–2001, the following outputs will be delivered:

(a) *Servicing of intergovernmental and expert bodies*

(i) Substantive servicing of meetings

a. General Assembly (Third Committee) (16 meetings);

b. Economic and Social Council (24 meetings);

c. Commission on Crime Prevention and Criminal Justice (32 meetings of the Commission, 10 of the inter-sessional meetings of the Bureau and consultations with permanent missions, 4 of the Consultative Group on Resource Mobilization and 4 of the informal working group on resources and mandates of the United Nations Crime Prevention and Criminal Justice Programme);

d. Tenth United Nations Congress on the Prevention of Crime and the Treatment of Offenders (52 meetings in 2000);

e. Ad Hoc Committee on the Elaboration of a Convention against Transnational Organized Crime (80 meetings — 4 sessions, 20 meetings per session);

f. Plenipotentiary conference for the finalization of the convention (4 weeks' duration, 76 meetings);

g. Ad hoc committee on the elaboration of a protocol on computer-related crime (30 meetings — 2 sessions, 15 meetings per session);

h. Ad hoc committee on the elaboration of a convention against corruption and bribery (30 meetings — 2 sessions, 15 meetings per session);

(ii) Parliamentary documentation

a. General Assembly. Reports on activities of the African Institute for Crime Prevention and Criminal Justice (annual); the draft convention against transnational organized crime and additional international legal instruments against trafficking in women and children, the illegal transport of and trafficking in migrants and the illicit manufacturing of and trafficking in firearms, their parts and components and ammunition (annual); the Tenth United Nations Congress on the Prevention of Crime and the Treatment of Offenders; the implementation of the declaration of the Tenth Congress; and operational activities of the United Nations Centre for International Crime Prevention (annual);

b. Economic and Social Council. Annual report on the work of the Commission on Crime Prevention and Criminal Justice;

c. Commission on Crime Prevention and Criminal Justice. Reports on activities of the United Nations Centre for International Crime Prevention (annual); activities of the institutes comprising the United Nations Crime Prevention and Criminal Justice Programme network (biennial); strategic management of the United Nations Crime Prevention and Criminal Justice Programme (annual); resource mobilization and funding of technical assistance in the field of crime prevention and criminal justice

(annual); progress achieved in the implementation of the convention against transnational organized crime (subject to the adoption of the convention by the General Assembly or by a plenipotentiary conference); economic crime, including international fraud, embezzlement and corruption (annual); the Tenth United Nations Congress on the Prevention of Crime and the Treatment of Offenders and its declaration (biennial); United Nations standards and norms (annual); and prison overcrowding (biennial);

d. Tenth United Nations Congress on the Prevention of Crime and the Treatment of Offenders. Two reports on crime and justice: meeting the challenges of the twenty-first century;

e. Ad Hoc Committee on the Elaboration of a Convention against Transnational Organized Crime. Six reports on and revisions of the convention and the three additional international legal instruments;

f. Plenipotentiary conference on the convention against transnational organized crime. One report on and the final version of the convention and the three additional international legal instruments;

g. Official record of the elaboration of the convention against transnational organized crime and the additional international legal instruments (travaux preparatoires);

h. Implementation guide for the convention against transnational organized crime and the three additional international legal instruments;

i. Four substantive documents for the meetings of an ad hoc committee for the elaboration of a protocol on computer-related crime and four substantive documents for the meetings of an ad hoc committee for the elaboration of a convention against corruption and bribery;

(iii) Other services (RB/XB). Advisory panel of experts on the collection and analysis of data and information on organized crime; an ad hoc expert group on the design of strategies for the prevention and control of economic and financial crime, including early warning mechanisms; and ad hoc expert group on the contribution of operational activities in crime prevention and criminal justice to development (XB);

(b) *Other substantive activities (RB/XB)*

(i) Issuance of appeals for international assistance; fund-raising. Consolidated appeal of the Secretary-General for operational activities in crime prevention and criminal justice (annual); fund-raising and special events with particular emphasis on cooperation with the private sector (annual);

(ii) Promotion of legal instruments

a. Promote, advise on and monitor the status of implementation of selected United Nations standards and norms in crime prevention and criminal justice through recurrent surveys, regular reporting to the Commission on Crime Prevention and Criminal Justice and provision of advisory services (annual);

b. Promote, advise on and monitor reliance on the United Nations model treaties on international cooperation in criminal matters through recurrent surveys, regular reporting to the Commission on Crime Prevention and Criminal Justice and provision of advisory services (annual);

c. Prepare policy proposals for the promotion of the existing international conventions against terrorism (annual);

d. Promote reliance on the Model Treaty on Mutual Assistance in Criminal Matters, as revised pursuant to General Assembly resolution 53/112 of 9 December 1998;

(iii) Recurrent publication. United Nations Office for Drug Control and Crime Prevention studies on drugs and crime (annual);

(iv) Non-recurrent publications. Revised United Nations compendium of standards and norms in the field of crime prevention and criminal justice (annual);

(v) Special event for the promotion of the signature and ratification of the convention against transnational organized crime and the three additional international legal instruments (RB/XB);

(vi) Technical materials for outside users (RB/XB)

a. Further develop, maintain and expand the United Nations Crime and Justice Information Network (UNCJIN) and its databases, including the central repository on organized crime, and disseminate data and information;

b. Technical material on explosives, best practices and strategies in crime prevention, strategies for the prevention and control of economic and financial crime and victims of crime and abuse of power (XB);

c. Collection and analysis of data and information and preparation of analytical studies on terrorism, especially on counter-terrorist measures and policy responses, assessment of the threat posed by terrorist groups, national legislation on terrorist crimes and conflict resolution techniques to end terrorist campaigns;

d. Development and maintenance of a computerized directory of national central authorities responsible for the handling or submission of requests for mutual assistance in criminal matters;

(c) *International cooperation and inter-agency coordination and liaison.* Hold regular consultation meetings; coordinate with and participate in the activities of the Office of Legal Affairs, the United Nations International Drug Control Programme, the Centre for Human Rights, the United Nations Development Programme (UNDP), the interregional, regional and cooperating institutes, the Council of Europe, the European Commission, Interpol, Europol, relevant intergovernmental and non-governmental organizations, in particular through the International Scientific and Professional Advisory Council and specialized agencies of the United Nations system; and implement joint activities in various regions with the regional commissions and regional intergovernmental organizations;

(d) *Technical cooperation (RB/XB).* Provision of advisory services on legislation or other preparatory measures for the ratification of the convention against transnational organized crime and the three additional international legal instruments; provision of support, coordination and backstopping to the advisory services conducted by the interregional advisers on crime prevention and criminal justice under section 21, Regular programme of technical cooperation; development, coordination and backstopping of the technical assistance activities of the United Nations Centre for International Crime Prevention; elaboration of training materials on the collection, processing and analysis of data and information in crime prevention and criminal justice and violence against women; elaboration of training materials on action against terrorist violence and on early warning mechanisms to prevent the escalation of such violence; organization of four regional training workshops on the additional international legal instruments and five training seminars on extradition and mutual assistance in criminal matters; elaboration of evaluation guidelines for operational activities and technical cooperation projects; development of measures for strengthening the criminal justice systems of countries emerging from conflict situations; design and implementation of 20 field projects on crime prevention and criminal justice, including organized crime, corruption,

trafficking in human beings and terrorism; provision of legal assistance and training for ratification of conventions and enactment of national legislation on treatment and compensation of victims of terrorism, as well as on the management of personnel investigating terrorist activities; provision of advisory services to requesting Member States in drafting legislation on mutual assistance in criminal matters and in developing and implementing bilateral or multilateral treaties in this field; three interregional training seminars on mutual assistance in criminal matters.

Resource requirements (at current rates)

Posts

14.22 The estimated requirement of $4,680,000, reflecting an increase of $213,800, would finance the 24 posts shown in table 14.7 above. The growth of $213,800 results from the proposal to establish one new P-4 post, which would enhance the operational expertise of the United Nations Centre for International Crime Prevention for the development, coordination, monitoring, backstopping and implementation of its operational activities; coordinate the elaboration and implementation of evaluation guidelines for the operational activities and technical cooperation projects of the Centre; and organize special events, with particular emphasis on building and maintaining contacts and cooperation with the non-governmental sector.

Other staff costs

14.23 The proposed amount of $257,700, reflecting an increase of $32,000, includes:

(a) $253,600 for general temporary assistance required for the temporary replacement of staff on extended sick leave or maternity leave; temporary assistance during periods of peak workload due mainly to finalization of the convention against transnational organized crime and three additional international legal instruments; and temporary assistance for the preparation and servicing of the sessions of the Commission;

(b) $4,100 for overtime and night differential that may be required for the preparation and servicing of the sessions of the Commission.

Consultants and experts

14.24 The estimated requirement of $210,400, reflecting an increase of $62,400, includes:

(a) $106,300 to cover the cost of specialized expertise not available in the Secretariat for the preparation of parliamentary documentation, studies, reports and publications including substantive documents for the meetings of an ad hoc committee on the elaboration of a protocol on computer-related crime and an ad hoc committee on the elaboration of a convention against corruption and bribery; policy proposals for the promotion of the existing international conventions against terrorism; a specialized study on strategies for the prevention and control of economic and financial crime, including an early warning mechanism; an analytical study on terrorism, especially on counter-terrorism measures and policy responses, assessment of threats posed by terrorist groups, national legislation on terrorist crimes and conflict resolution techniques to end terrorist campaigns;

(b) $104,100 for the cost of two expert group meetings on: (a) the collection and analysis of data and information on organized crime and (b) economic and financial crime.

Travel

14.25 The proposed amount of $81,000, reflecting an increase of $5,600, would cover the cost of travel of staff to participate in and/or service meetings of intergovernmental and expert bodies and to consult with other organizations and Governments on joint efforts in dealing with the administration and management of criminal justice systems.

Contractual services

14.26 The proposed amount of $77,700 reflecting an increase of $20,300, would cover the production cost of the United Nations Office for Drug Control and Crime Prevention's new studies on drugs and crime and the revised United Nations compendium of standards and norms in the field of crime prevention and criminal justice. The *Criminal Prevention* and *Criminal Justice* newsletters produced previously were merged with the United Nations International Drug Control Programme Technical Series, resulting in a new publication of the Office's studies on drugs and crime. The proposed amount would enable the Organization to focus and enhance its capacity to address the interrelated issues of drug control, crime prevention and international terrorism in all its forms.

General operating expenses

14.27 The amount of $47,100, reflecting an increase of $30,700, is proposed for maintenance of data-processing equipment introduced by the United Nations Office at Vienna in response to a recommendation of the Board of Auditors contained in its report (A/53/5 and Corr.1, vol. I, chap. II, para. 131) to share the cost of common services.

Furniture and equipment

14.28 The proposed amount of $68,700 would provide for the acquisition of a computer and a laser-jet printer for the proposed new post, a scanner, and non-standard software to allow the Centre to conduct complex statistical analyses, to build and maintain databases and to further develop its information dissemination capabilities. Provision is also made for the replacement of office automation equipment.

Table 14.8 **Summary of follow-up action taken to implement relevant recommendations of the internal and external oversight bodies and the Advisory Committee on Administrative and Budgetary Questions**

Brief description of the recommendation	*Action taken to implement the recommendation*
Office of Internal Oversight Services (E/AC.51/1998/3)	
Recommendation 1, Strategic management. To facilitate the strategic management of the Programme, the Centre for International Crime Prevention should develop proposals on the manner in which the implementation of existing and additional mandates are to be integrated into the United Nations Crime Prevention and Criminal Justice Programme and present them to the Commission on Crime Prevention and Criminal Justice at its eighth session, in 1999 (para. 59).	Proposals will be included in the report on strategic management to be considered by the Commission at its eighth session.
Recommendation 2, Monitoring of standards and norms. The Centre should present to the Commission at its eighth session proposals to improve the monitoring of the use and application by Member States of the United Nations standards and norms in crime prevention and criminal justice (para. 60).	Proposals will be included in the report on use and application of United Nations standards and norms to be considered by the Commission at its eighth session.

Brief description of the recommendation	*Action taken to implement the recommendation*
Recommendation 3, Registration of Web site users. A registration procedure should be introduced by 30 September 1998 for all Centre Web sites. The procedure should permit the Centre to obtain information on the affiliation of users, the geographic region from which the inquiry is coming, the nature of their interests and the information accessed. The information on users and their interests obtained in this way should be analysed every six months and discussed by senior management (para. 62).	The present technical infrastructure of the United Nations Office for Drug Control and Crime Prevention did not allow these recommendations to be met by 30 September 1998. However, plans are under way with the University of Vienna to migrate the present UNCJIN system to an environment that will meet the terms of the recommendation. Implementation is expected by March 1999.
Recommendation 4, Training in the use of UNCJIN and related tools. The Centre should develop a training package for trainers from developing countries to facilitate the use by such countries of UNCJIN and UNOJUST and other electronic databases on crime prevention and criminal justice (para. 62).	The publication "UNCJIN: Providing Information to and from Developing Countries", dated April 1998, was issued. In addition, the Centre, in cooperation with the Statistics Division and Statistics Canada, is finalizing a guide to the development of criminal justice statistics.
Recommendation 5, Review of traditional publications. An analysis of sales data, a focus group discussion among representatives of major user groups and, if possible, a readership survey should be conducted to assess the continuing usefulness of all hard-copy publications of the Centre (para. 66).	A citation survey was completed in August 1998. As a result, the Centre will combine its publication efforts with the United Nations International Drug Control Programme in the coming years.
Recommendation 6, Public information strategy. The Centre, with the cooperation of the Department of Public Information, should elaborate a public information strategy, with a view to making the Programme more visible in the media (para. 66).	The Centre is developing a Web site with the United Nations Office for Drug Control and Crime Prevention/External Relations Unit. Various efforts have been made to issue press releases. A brochure for the Centre was prepared in October 1998 and is with the External Relations Unit for publication.
Recommendation 7, Executing agency status. The Centre should seek executing agency status with UNDP so that Member States can include projects in crime prevention and criminal justice in their country programmes. Once the Centre has such status, appropriate information should be provided to Member States and development agencies on the contribution that operational activities in crime prevention and criminal justice make to development (para. 67).	The Centre has sought executing agency status and provided UNDP with the necessary information; consultations are in progress.

Brief description of the recommendation	*Action taken to implement the recommendation*
Recommendation 8, Training. (a) The Centre should concentrate its training activities on two categories of persons: policy makers likely to bring about policy changes in their countries and trainers likely to generate a multiplier effect to the training provided. (b) Attempts should be made to conduct follow-up evaluations six months to a year after the training activities have been completed to assess the impact of such training on improving national crime prevention and criminal justice systems (para. 68).	(a) Several projects under implementation address training needs of lawmakers and training of trainers. New project proposals containing training components also reflect the recommendation to focus on policy makers and training of trainers in the respective substantive areas. (b) Budget lines for evaluation have been programmed in several ongoing projects and included in new project proposals.
Recommendation 9, Fund-raising for operational activities. The Centre should develop proposals for a fund-raising strategy and present them to the Commission at its eighth session (para. 69).	Proposals will be included in the report on strategic management to be considered by the Commission at its eighth session.
Recommendation 10, Regional commissions. The Centre should explore the possibility of cooperation with the regional commissions on the basis of the limited but successful experience so far (para. 72).	Regional commissions are supporting preparations for the Tenth Congress; cooperation on technical cooperation projects and global programmes will be sought as opportunities arise.
Recommendation 11, Information sharing with partners. Information sharing is now mostly *ex post* but should be *ex ante* as well to make it possible for partners to undertake joint ventures, where appropriate (para. 73).	The Centre is increasingly involving both government and other (European Union) donors and recipient countries in identifying and developing technical cooperation proposals and other activities.
Recommendation 12, Institutes. The Centre should consult with affiliated and associated institutes in order to generate proposals to enhance partnerships, develop complementarities and strengthen the coordination role of the Centre (para. 74).	The Centre is redefining its relationship with the institutes with a view to identifying concrete contributions they can make within the parameters of the Programme's new orientation.
Recommendation 13, Focal points. The Centre should present to the Commission at its eighth session proposals on how Governments can best utilize the new mechanism of focal points (para. 75).	Proposals will be included in the report on strategic management to be considered by the Commission at its eighth session.

Brief description of the recommendation	*Action taken to implement the recommendation*
Recommendation 14, Intergovernmental organizations. The Centre should consult with intergovernmental organizations active in the area of crime prevention and criminal justice in order to develop proposals for closer cooperation, particularly in operational activities (para. 76).	This is being done, particularly with non-governmental organizations (NGOs) active in the areas of trafficking in human beings, corruption and transnational organized crime. Consultations with NGOs were carried out in order to design and develop global programmes on the fight against corruption, trafficking in human beings and transnational organized crime. The NGOs provided inputs for the development of the said global programmes. The Centre is currently also considering NGOs as potential executing partners for operational activities at the national level within the framework of the global programmes.
Recommendation 15, Non-governmental organizations. The Centre should consult with NGOs active in the area of crime prevention and criminal justice, including the International Scientific and Professional Advisory Council, in order to clarify the roles that NGOs could play in the implementation of the Programme and agree on a division of labour, thus leading to a greater involvement of NGOs in the Programme (para. 77).	Ongoing efforts are made with the Vienna NGO Alliance on Crime Prevention and Criminal Justice, at the annual sessions of the Commission and on an individual basis throughout the year.
Recommendation 16, Priorities and the needs of client groups. The Centre should identify the needs of its client groups and derive from this analysis a strategy for setting priorities and reconciling different needs (para. 77).	The main orientation comes from mandates embodied in resolutions and decisions of the competent intergovernmental bodies; further priority setting is pursued in ongoing dialogue with the Commission and in bilateral contacts with member States, NGOs and relevant organizations.
Office of Internal Oversight Services (A/52/777)	
The Director General should establish internal arrangements to provide guidance and strategic direction to the Crime Prevention and Criminal Justice Division, including resource mobilization (para. 39).	The Executive Director holds periodic meetings with senior staff of the United Nations Office for Drug Control and Crime Prevention in the Strategy Committee on Drug Control and Crime Prevention. He also meets individually with the Officer-in-Charge and other senior staff members of the United Nations Centre for International Crime Prevention to provide guidance and strategic direction. He is pursuing with key delegations the establishment of a donor group for crime prevention activities.

Brief description of the recommendation	*Action taken to implement the recommendation*
The Director General should ensure that the Division establishes a system for self-monitoring and self-evaluation, and that such a system is capable of providing his office with the necessary feedback to enable him to exercise his oversight responsibility (para. 40).	Effective 1 August 1998, oversight and resource management have been integrated into the components of the United Nations Office for Drug Control and Crime Prevention. Accordingly, the Programme Support Service of the United Nations International Drug Control Programme now extends its support functions to the Centre. As part of this arrangement, relevant monitoring and evaluation measures in use within the Programme will also be applied to Centre activities, and standard reporting procedures will be followed throughout the Office.
The Division should reorganize its work in a manner that focuses on the relative priorities of the programme and should avoid spreading the limited resources thinly (para. 41).	The recent restructuring of the Crime Prevention and Criminal Justice Division into the United Nations Centre for International Crime Prevention took into account the need to focus on selected priorities and to structure the Centre accordingly. The new organizational structure and distribution of functions emphasize control of organized crime, anti-corruption activities and other such priorities. The structure has also been adjusted to reinforce the technical cooperation potential of the Centre.
A clearer balance should be established between the role of the secretariat as a servicing body and its role as a provider of technical assistance and policy advice to Member States (para. 42).	Following the restructuring of the Crime Prevention and Criminal Justice Division, more emphasis has been placed on technical assistance and analysis. At the same time, in accordance with the request of Member States reflected in the report of the seventh session of the Commission on Crime Prevention and Criminal Justice (E/1998/30, resolution 7/1), the Centre maintains an appropriate balance between technical cooperation and other priority areas of work, including normative functions. It should also be borne in mind that preparations for the Tenth United Nations Congress on the Prevention of Crime and the Treatment of Offenders (2000) and its four regional preparatory meetings, scheduled for the fourth quarter of 1998 and the first quarter of 1999, create a heavy burden of servicing requirements for the years 1998–2000. Additional servicing requirements emanate from the support to be provided to the Ad Hoc Committee on the Elaboration of a Convention against Transnational Organized Crime and related international instruments.
The secretariat should aim at providing servicing of a more substantive nature for the meetings of the Commission, in the form of qualitative analysis of emerging issues and policy options for consideration by the Commission (para. 43).	The restructuring of the Centre and the refocusing of priorities will also result in increased capability for analysis and policy recommendations. See also the following paragraph.

Brief description of the recommendation	*Action taken to implement the recommendation*
Parliamentary documentation should be critically examined in order to ascertain whether its periodicity is warranted. The possibility of reducing the volume of documentation by subsuming the issues covered under a few documents should be explored (para. 44).	Progress is being made in cooperation with the Commission to reduce the volume of parliamentary documentation and improve its quality. Twenty reports were submitted to the Commission in 1997; the number was reduced to 10 at the last session of the Commission, in April 1998. Thirteen resolutions were adopted by the Commission in 1998, down from 18 in 1996. As from the next session of the Commission, the Executive Director will report on the work of the Centre in a single document, which will facilitate a more cohesive analysis and policy focus. The Commission has streamlined its agenda and decided to exercise self-discipline with regard to requests for documentation. Thus, for instance, when information has to be secured from Member States, at least 30 replies are required before a report is submitted to the Commission. Oral reporting is also increasingly being used.
The services of the interregional advisers should be mainly directed towards the provision of technical assistance to Member States. The use of their services for any other purposes should be discontinued (para. 45).	The two interregional adviser positions have been attached to the Operational Activities Section, which is responsible for providing technical assistance to Member States. Interregional advisers are no longer involved in supervisory and representational functions except in truly exceptional circumstances that may arise in a very small office like that of the Centre.
The Division should establish an effective system for tracking the progress of programme implementation, assessing results and providing feedback to upper management, namely the Director General (para. 46).	As noted, monitoring and support services have now been integrated within the Programme Support Service of the United Nations International Drug Control Programme, thus providing for a system to track the progress of programme implementation. Standard reporting procedures will be followed throughout the United Nations Office for Drug Control and Crime Prevention. Weekly staff meetings at the Centre also serve to assess the impact and results of programme activities.

Brief description of the recommendation	*Action taken to implement the recommendation*
Concerted efforts need to be made to build a more effective collaborative relationship with the United Nations network of institutes that deal with crime. The Division should endeavour to involve itself at the stage of formulation of the respective programmes of the institutes and should assume an active role in influencing the content and direction of such programmes. This can only be achieved if adequate institutional arrangements are established to ensure that the United Nations-affiliated institutes operate under the aegis of the Division (para. 47).	Efforts are under way to build a more effective relationship with the network of institutes. At its last session, the Commission requested the Centre to strengthen its oversight function with regard to the institutes, subject to the availability of extrabudgetary resources. Yet, such resources have not been forthcoming. It is against this background that the relationship of the Centre with the network of institutes is currently under review by the Executive Director. The review may lead to more action-oriented ad hoc cooperation with the existing institutes as well as other centres of expertise worldwide in pursuit of specific undertakings of common interest. Such arrangements may be more productive and easy to manage than the institutionalized network that prevails today.
The Deputy Director of the Division should be fully involved in implementing the activities under high-priority subprogramme 1. These are reflected in the three recommendations contained in paragraphs 45 to 47 above (para. 48).	The Deputy Director has now been fully involved in planning and overall coordination. The new structure of the Centre takes this recommendation into account and provides for its realization.
The management of the Division should ensure that a statement of programme budget implications is submitted to the Commission before any steps are taken to undertake activities emanating from new resolutions. The statement must emphasize the workload burden and the programmatic implications in the absence of funding already identified and secured for the implementation of such activities (para. 49).	This recommendation is routinely implemented.
The Division should endeavour to build up a core of technical staff specialized in the emerging areas related to organized crime, both through the provision of adequate training to upgrade existing expertise and through outside recruitment. Training is also required in project development and management to provide the necessary support to technical assistance activities (para. 50).	The new structure of the Centre encompasses a unit on organized crime. As vacancies arise, specialized staff are being recruited. Resources permitting, special training for staff in this group will be considered. In January and June 1998, staff in the Operational Activities Section participated in training courses offered by UNIDO on the identification, formulation, monitoring and evaluation of technical cooperation projects.
The internal structure of the Division should be reorganized according to the specialization lines referred to above (para. 51).	As noted, a new structure has been established for the Centre, which focuses on selected priorities and reinforces technical cooperation.

Brief description of the recommendation	*Action taken to implement the recommendation*
The Division of Administration should provide the necessary administrative support to the Division through the redeployment of an administrative officer, who would act as the operational partner of the administration in all financial, human resources and support matters (para. 53).	As noted above, the Programme Support Service of the United Nations International Drug Control Programme has now extended to the Centre its functions in the areas of budget, audit, evaluation, personnel liaison and administrative support as well as service to the regular budget. This measure will ensure the necessary administrative support to the Centre and, thanks to economies of scale, it should not require the redeployment of an administrative officer to the Centre.
Advisory Committee on Administrative and Budgetary Questions (A/52/7 (Chap. II, Part IV))	
In its resolution 6/1 on strategic management, the Commission reiterated its decision to curtail and streamline its reporting requirements and urged the Secretary-General to use his discretion in determining the necessity, form and length of such reporting. The Chairman of the Commission was requested to convene an informal working group of the members of the Commission to undertake, in consultation with its Bureau, a review of the programme mandates and resources with a view to establishing a more realistic relationship between them and that the review should focus on the expectations of Member States for the implementation of existing mandates, the requirements for meeting those expectations and the extent to which regular budget resources are to be used to support operational activities. The working group will consider the issue of maximizing the existing resource potential of the programme and of streamlining the agenda of the Commission. It is worth noting also that in section II of resolution 6/1, on resource mobilization, the Commission requested the Secretary-General to issue a consolidated appeal on crime prevention and criminal justice requirements to Governments (para. IV.69).	Consultations have been initiated with key donors and the Bureau of the Commission. Appropriate modalities are being studied for a consolidated appeal by the Secretary-General.

United Nations Centre for International Crime Prevention
Proposed organizational structure and post distribution for the biennium 2000-2001